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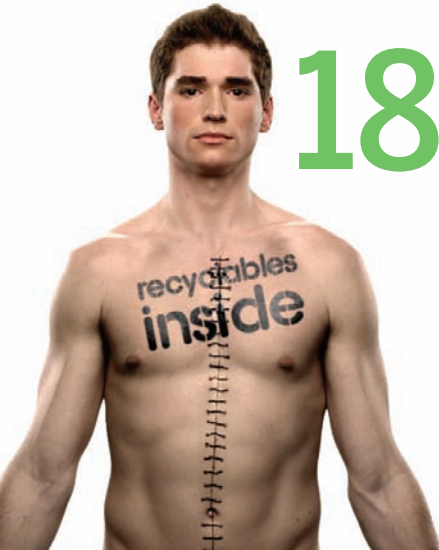


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To be, or not to be

It's exam time.

Every time someone surveys the citizenry as to how they feel about companies that do good by the community and the planet, the numbers come back overwhelmingly in support of the obvious. Kinder, gentler corporate initiatives equal outright affinity in the aisles. For youth, as per the Statsthought (p. 21), the importance of a company's commitment to conservation is continuing to grow in importance and as a condition of association. So it should be no surprise that the recent flurry of more robust CSR efforts, especially those in the green palette, are still paying off when times are tougher.

The retailers and insiders interviewed in our "Green 2.0" Biz feature say green stewardship is giving them a competitive edge, and it's not just a halo effect. Now that many eco-friendly options come with comparable price tags, shoppers have fewer Hamlet-esque dithers over saving money or saving the planet.

Strategy looks at Green 2.0 through the lens of retail this issue, as it encompasses the efforts of suppliers as well as the reaction of shoppers, plus operational areas which any organization must sort on the road to better planet custodianship. Green 2.0 (p. 11) covers the more advanced, comprehensive stages of overall greening that some early-in retailers have now achieved, and looks at how the progress has both raised the bar and paved the way for others.

The 2009 Cause + Action Award winners (p. 29) also set the bar for both individual brand and company-level ways to spark positive change. Our judges were impressed by the tangible results achieved by the winners, and commented on how both the causes taken on and the methodology employed to trigger action were organically linked to the brands. That typically requires an authentic platform in place to build from. And as our top C+A winner Cisco's One Million Acts of Green proves, where there's a will – and great partners – there's a million ways.

This is where we get to the examination part. Last week, mid-conversation, one CD abruptly went off on a tangent: "whatever happened to the ****ing paperless society?" I, at the other end of the phone, also pawing for a document through the weekly detritus of documents, piles of press releases and sundry odd items accompanying various creative mailings, concurred. So, in the spirit of Cisco's OMAoFG challenges, strategy is putting the following observation out there for the industry: there are lots of creative ways to have your message stand out that do not involve creating landfill fodder.

For instance, we get weird shit in the mail, some of which is created just for the press, some of which is destined for a wider audience. We've received items the size of a fingernail contained in layers of posh packaging seemingly inspired by Russian nesting dolls, culminating in inexplicably large final vessels (which we can only assume are the handiwork of thwarted-covert-op mailroom employees) and leaving us with piles of garbage.

Some items accompanying press releases can be helpful, like when it's a new chocolate bar that needs to be experienced, but not when it's a pen or a mug with a logo on it (although those at least we can use, unlike, say, a single shoe – and yes, that is an actual example, and has happened more than once). I once received a moldy plum pudding shipped from Australia to promote an animated Christmas show. It was terrifying and hilarious. But now all that creativity, which used to be impressive, just seems kind of wrong.

For inspiration, check out Vancity Visa's ecoEnvelopes (p. 6), and ponder if there's one thing you can change, and maybe even challenge a partner to do their bit as well (it works for Walmart).

Most of the stories this issue cover eco or cause-related initiatives, so there's lots of good ideas to kick-start discussion. Also, check out the first installment of strategy's Next Media Stars (p. 23), and learn a digital trick or two about efficient targeting. It's not green, but their plans are great examples of minimal waste.

cheers, mm

Mary Maddever, exec editor, *strategy*, *Media in Canada* and *stimulant*

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BC HYDRO'S NEW POWER SMART SOAP BOXES

BY JONATHAN PAUL

If new home shoppers in B.C. want to know the environmental advantages of homes built under the purview of BC Hydro's Power Smart New Home program, all they have to do is open the refrigerator door. What they'll find is a mock milk carton touting the environmentally friendly, Energy Star-certified appliance in which it sits.

The carton's just one element of an ambient sales kit that was developed by Vancouver-based Karacters Design Group (a division of DDB Canada) highlighting the functional benefits of a Power Smart New Home. The program enlists builders and developers to improve the energy performance in new homes in a variety of ways.



Collateral materials also include green-touting towels, boxes of washing detergent and energy-efficient light bulbs. The kit was circulated throughout Power Smart show homes and display suites in the latter part of April.

"The benefits are unexpectedly built into everyday domestic items, creating a message of less waste," explains James Bateman, CD at Karacters.

VANCITY'S GREEN SNAIL MAIL

Vancity Visa is making its unwelcome monthly mailings a little more user-friendly with a pilot program that's introducing ecoEnvelopes to Canada.

The reusable envelopes eliminate the need for a second reply envelope. Users simply put their reply back in the ecoEnvelope so that the return address is visible in the window, then close a flap that re-seals the ecoEnvelope. Even its composition

is environmentally conscious – recycled post-consumer content and biodegradable vegetable-based inks.

TBWA Vancouver collaborated with Vancity to adapt the ecoEnvelopes, which were invented in the U.S., to meet Canadian postal requirements.

Vancity Visa brands itself as "enviro" on its ecoEnvelopes.

Vancity Visa aims to eliminate its overall need for business reply envelopes by replacing all of its envelopes with ecoEnvelopes over time. **JP**

The bad news is your holiday
bills are piling up.
The good news is we can help.
Vancity enviro Visa

CADBURY BIKES TO AFRICA

What do chocolate and bicycles have in common? They can both bring joy to people, especially in parts of the world where a bike can change a life. Cadbury's new program, the Bicycle Factory, aims to send 5,000 bicycles to communities in Ghana, where a bike can be used as an ambulance, a school bus or other important modes of transportation.

The Bicycle Factory, which is exclusive to Canada, allows people to enter the UPC code from any Cadbury product online at Thebicyclefactory.ca, where they can watch their product go through the "factory" and come out at the other end as a bike part. One bike is made up of 100 parts, with the



end goal of "building" 5,000 bikes by July 31. There is also the added incentive of prizes, including the grand prize trip to Ghana to witness the bikes being delivered.

Cadbury's cocoa is grown in Ghana, so the Bicycle Factory reflects the company's efforts to give back to communities there. "It brings what we do full circle," says Luisa Girotto, VP corporate affairs, Cadbury North America. "We go right back to the people who give us the ingredients to make terrific chocolate, and it's the way, really, that every manufacturer should be."

The program is being pushed through a campaign created by Toronto-based The Hive that includes TV spots, in-store displays, ads in community papers and a guerilla effort whereby street teams will tag 9,000 bicycles in Toronto, Montreal and Vancouver. It was launched with a media event in April put on by PR agency Strategic Objectives. **EW**

CARLSBERG GETS FRIENDLY

BY AMY REUSCH & EMILY WEXLER



Carlsberg Canada is looking for a “Best Mate” with a competition targeting the 25-to-35 male demo. It has guys vying for a trip for four to Vegas by nominating themselves or a friend at Bestmate.ca or Meilleurchum.ca. They can upload videos, photos and stories about why they are “Probably the best mate in the world,” referencing the company’s international slogan, “Probably the best beer in the world.”

“The objective is to create awareness for the brand, now that it’s an import, but also driving relevant content to that target demographic,” says Becky Kwiatkowski, brands marketing manager for Carlsberg. “So, as opposed to being wallpaper on billboards and in newspapers, it’s

engaging them and getting them to think about Carlsberg differently.”

To spread the word about the competition, Carlsberg used a combination of OOH and radio in Toronto, Montreal and Vancouver, as well as online, video and social media. Toronto-based GJP, which created the campaign, worked with Toronto-based online communications company M30 to take a more direct approach with professional bloggers, posting messages and videos on websites focused on beer, music, soccer and lifestyle. Online activity also includes banner ads on Yahoo, Microsoft and Facebook, as well as a Facebook page for the competition, where photos and videos can be uploaded.

At press time, the site had over 300 entries. A panel of judges will select 30 finalists by May 24. Each finalist will receive a Sony Ericsson W705 with Facebook and YouTube applications, and will have their own fan page on Facebook. To keep the content fresh, pictures and updates of the finalists will be posted as they compete for the grand prize. The winner will be announced in June.

DOVE'S SPA EXPANSION

Dove is branching out beyond the drugstore and taking on the big city. Offering services from manicures to massages to waxing, the Dove Spa in Toronto opened its doors on April 29 at Yonge and St. Clair. It's the second one in North America – the first opened in Oakville, Ont. last October.



To promote the spa, it's being linked to *Body & Soul*, the highly successful Dove-commissioned play that debuted in Toronto last summer and is returning for another run from June 4 to 21 this year at the Tarragon Theatre. Dove is sending out an email blast to their database of devoted customers offering them a free facial at the spa when they purchase two tickets to the play.

Sharon MacLeod, marketing director for Dove and skin care at Unilever, says that there is a natural connection between the spa and the play because they both celebrate real women. “We want [the spa] to be a really engaging experience and one that has them feel great about themselves,” she says. “Both the spa and the play have women reflect in a positive way.” **EW**

“As opposed to being wallpaper, it’s engaging them”

Brilliant! SILVER HILLS RE-BREADS

BY EMILY WEXLER



Silver Hills Bakery, the Abbotsford, B.C.-based maker of sprouted whole grain breads, is seeking a little more attention in the crowded bread aisle of the grocery store. To stand out from the pack, it hired Karacters, DDB's design and branding group – which designed its original packaging 10 years ago – to rebrand their bread with new packaging and name changes.

To appeal to a broader market, they've given their 10 bread varieties quirky names like The Big 16, Hemptation and Mack's Flax. The company already had one uniquely named bread, Squirrely, that had higher brand recognition than the Silver Hills name itself, which prompted the overall change. The packaging is also being updated to matte, biodegradable bags in solid colours with “bread windows” so that shoppers can see what they're buying, and illustrations that reflect each bread's new “personality.”

“From where we were on the shelf, the consumer will now see us,” says Brad Brousson, CEO of Silver Hills. “It's a very simple bag, very concise in what it says, and it really projects [the brand] in the packaging.”

Silver Hills bread is available in grocery stores such as Safeway, Whole Foods and Capers in Alberta and B.C., as well as the western U.S. The new packaging hits store shelves May 1.

WATER COOLER

ASKING CANADIANS



As more companies introduce environmentally friendly products and practices, some have gotten creative with their advertising to stand out from the pack. But we think some brands are missing out in the celebrity endorsement area. We wanted to know which celebs – both literally and figuratively “green” – would influence your purchasing decisions.

Which “green” icon would most likely convince you to buy a product?

David Suzuki	61%
Kermit the Frog	23%
Al Gore	8%
Red Green	6%
Tom Green	2%

This poll of 1,000 Canadians was conducted by the AskingCanadians™ online panel from March 27 to 31, 2009. AskingCanadians™ is owned and operated by Delvinia Data Collection. www.delvinia.com

COKE TURNS GREEN FOR 2010 OLYMPICS

As part of its Olympic sustainability program, Coca-Cola Canada is offering Canadians the chance to carry the Olympic torch.

Some 1,000 bearers will be chosen via Sogoactive.com, which encourages teens to organize activities with friends, set goals and track progress. A Sogo Carry the Flame roadshow is currently visiting 25 cities

in three months to give kids a chance to see the torch up close.

Meanwhile at iCoke.ca, anyone over the age of 13 can nominate themselves or their community group as a torchbearer. The first chosen include WWF Canada CEO Gerald Butts and the Mississauga Braves hockey team.

Coke has also announced an ambitious 0% waste target at the Games, with 100% of bottles collected and 95% diverted from landfills. To help reach this target, Coke will roll out its “Give



it Back” recycling program, which includes

branded recycling bins, signage, and Coke employee uniforms made from PET. The program launched in the U.S. in January.

“It’s our way of trying to get people to think of bottles in terms of potential, and show how recycled bottles can become something new,” says Coca-Cola Canada public affairs officer Kristy Payne, adding that Coke has plans for the recovered plastic in the form of a yet-to-be-announced legacy project. **CT**

CANON NURTURES CANADIAN NATURE

BY CAREY TOANE



Canon sent this image to community papers as part of pre-packaged editorial

Mississauga, Ont.-based Canon Canada is looking for community groups who aren’t afraid to get their hands dirty. The first-annual Canon Nature Nurture Awards will award three \$20,000 prizes to revitalize natural habitats.

The program is specifically geared towards small towns and rural areas in need of environmental TLC, says Canon Canada senior manager, corporate communications, Wayne Doyle. To reach out to those communities, Canon and Toronto-based PR AOR High Road Communications sent prepackaged editorial content mentioning the program to community newspapers through a service offered by Toronto-based distributor News Canada. At press time, papers from as far afield as Fort McMurray, Alta., and New Glasgow, N.S. had picked up the story. A more traditional PR push garnered five million media impressions in the first week or so, says Doyle. “It’s not the sort of thing that you have to go out and spend money on advertising, because once one person in the green community sees it, they’re going to send it off to all of their friends. It’ll track like wildfire.”

The inspiration for the awards came out of Canon’s long-running Canon Envirothon, a North American environmental science competition aimed at high school students. “This program is extremely hands on,” says Doyle. “We don’t want to provide funds for theory; there are enough ecosystems across the country that need help, and that’s what this is all about.”

Proposals can be uploaded to the Canon site until Sept. 1. The winners will also receive a Canon digital SLR camera and video camera to document their projects. The results will be posted online. www.canon.ca/donations_sponsorships

OP



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DEAL?**



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Packaging Recycling

Electronics Recycling

Energy Efficiency

**LONDON
DRUGS**

greendeal.ca

You remember Green 1.0. It was a reusable grocery bag, an ad campaign, a catchphrase. Then came the backlash, as consumers grew weary of sleuthing out the real eco-players from the rest – and paying for the privilege. Now a lot more is going on behind the shelves, as retailers embrace sustainability across all facets of their business, from carbon footprint reduction to ethical sourcing and product stewardship to employee training and development. We talked to a few who are leading change to find out what green looks like these days – and what's in it for them.

BY CAREY TOANE

Welcome to Green 2.0

Despite the recession, the demand for green products and processes isn't subsiding: a November 2008 Nielsen survey on corporate social responsibility found that Canadian consumers were more concerned than their American or global counterparts that grocery manufacturers "implement programs to improve the environment" (91%) than "support important social causes" (57%).

As established brands get on board, many Canadian retailers are responding to growing consumer demand and

moving green products up on shelves next to major national brands, and the mass acceptance that defines Green 2.0 is visible on the horizon.

The potential for growth at retail is considerable, but consumers won't be fooled again. Gone is the greenwashing, as committed retailers roll out comprehensive sustainability programs, often ahead of government legislation and backed by rigorous, third-party certification. Many have invested time and money in holistic sustainability

platforms which cover all stages of the product lifecycle and all areas of their business, from eco-audit to annual report. They're working with suppliers to source bona fide ethical and sustainable products, which are then given pride of place on shelves.

"Green 1.0 is that green is trendy, and trends die, cultures shift," says Ian Morton, CEO of Toronto-based environmental consultancy Summerhill Group. "Where you get to [consumer acceptance of] Green 2.0 is people are seeing added value."

According to the LOHAS model (see sidebar p. 12), for over 50% of those consumers open to green products, price is a factor in mass acceptance, even in boom times. An Environics survey from summer 2008 found that only 19% of Canadian consumers were prepared to pay more for an

Green 1.0 is that green is trendy, and trends die, cultures shift, where you get to **Green 2.0 is people are seeing added value**

GREEN POWER, BY THE NUMBERS



With hundreds of independent eco-certifications and complex product offerings, the green market is a slippery animal. "There is no definitive way to track the market," says Peter ter Weeme, partner at Vancouver sustainability consultancy Junxion Strategy. "It really is a bit of a guessing game at the moment." One standard ter Weeme refers to is the broad-based "Lifestyles of Health and Sustainability" or LOHAS, developed by the U.S.-based Natural Marketing Institute (NMI). LOHAS encompasses health and fitness, the environment, personal development, sustainable living and social justice offerings such as fair trade, and recognizes the relations between these segments. Taken together, NMI estimates the size of this green marketplace will reach \$420 billion by 2010 in the U.S., according to a study co-produced with Nielsen in February.

LOHAS divides consumers into five attitudinal and behavioural segments, from committed "active stewards" (17%) and "naturalites" focused on health (17%) to "drifters" (24%) who follow trends, "conventionals" (26%) who are more practical and price sensitive, and finally those who are "unconcerned" with the environment (16%). According to these numbers, nearly 85% of the population are potential green shoppers, all else being equal. "The smart companies are not spending 95% of their resources to reach 5% of the market, the dark greens," says Ian Morton of Summerhill Group. "It's the complete opposite, where [companies] are now saying, 'how do we get to the 95% of the people who want to do the right thing, if given the option?'"

environmentally friendly product. And the current sobering economy has put a damper on consumers'

willingness to shell out extra for green cachet. "Some companies have profited off people wanting to do the right thing, but at the same time a lot of companies are bringing [their green merchandise] into comparable price points," says Morton. "Retailers are offering those products side by side with conventional offerings and making the consumer decide. So price, while it used to be a tactic almost, has changed now because of the supply of alternatives, the fact that the consumers are much more savvy and increased competition."

At Richmond, B.C.-based London Drugs, VP marketing Clint Mahlman has been tracking a slow, steady increase in consumer demand in tandem with more price parity. "Consumers will trial or buy green products if they meet their

expectations of performance, and they're not paying too much of a price premium," he says.

Last year, London Drugs launched Greendeal.ca, which outlines the company's corporate sustainability initiatives, recycling programs and assortment of third-party endorsed brands, which are also flagged in stores with educational shelf-talkers.

"The best thing we can do is provide them with information at the point of purchase," says Mahlman, who has led the sustainable development drive across the retailer's 68 stores in B.C. and the Prairies, which currently stock around 100 green products, from Energy Star-rated printers to organic chocolate. "What's the Green Deal' allows the customers to see a product, so if they're buying a traditional shampoo and next to it is an all-natural ingredients or certified organic product, we'll put that [information] there saying this product has these standards [including product features, packaging and product recycling and energy efficiency]. It's a very powerful way of providing information to a customer that allows them to make those choices that are best for them."

When the recession officially hit last fall, many retailers were holding their breath to see how consumers would react. That sales of what some call "better choice" products have not dropped off suggests that green is no longer a trend, but rather a growing part of the mainstream consumer's lifestyle. Peg Hunter, VP marketing at Toronto-based Home Depot Canada, confirms that the company is well positioned to weather the current economic storm and fight climate change at the same time. "It's an investment we've made for a long time, and we're seeing that investment pay off."

Home Depot currently carries 1,600 products that qualify for its Eco Options (EO) program, which started in Canada in 2004, and which has since been adopted in the U.S. and China. To qualify for EO branding, products must have a smaller negative impact on the environment



Above: Home Depot in-store CFL recycling program bears the Eco Options logo.

Previous page: London Drugs What's the Green Deal? shelf talkers drive shoppers to the web.

than conventional alternatives and/or provide a positive environmental change through their use – an assessment made by Home Depot's advisory council of vendors, non-profit environmental organizations and media, in cooperation with third-party certifiers like Energy Star.

As consumer pressure for value increases, Hunter says products in the line are not only maintaining a steady sales base relative to the rest of the business, but are outperforming conventional products. "It appears that, properly marketed, [these products] can be recession proof," she says, adding that her goal is to have 10% of total Canadian sales attributed to Eco Options products by 2012. "The concern has become more of a fundamental Canadian value rather than just a trend."

Sales of green products have also remained steady at Home Depot's Boucherville, QC.-based competitor Rona, who launched its Rona Eco private label line of eight cleaning products last spring. The products are approved by a research unit of École

Polytechnique's Interuniversity Research Centre for the Life Cycle of Products, Processes and Services (CIRAIG), which assesses products at all five stages of the life cycle from manufacturing through to recycling, and accredits those which are the best choice available at each stage.

The Eco line complements the broader Eco Responsible line of vendor brands, which are the best choice in at least one if not all five stages of the life cycle. Currently 700 products in Rona stores bear the Eco Responsible seal of approval, with plans to increase that number to 2,000 by 2011.

This April, the retailer added another 50 products to the Eco line, which, crucially, is priced equivalent to the national brands in the same category. Claude

policies on pesticide sales (banning cosmetic pesticides as of July 1) and wood products procurement (currently 90% certified from sustainable sources).

Bernier feels the onus is on retailers to educate suppliers as well as consumers. "It's not the consumer who's stopping us, it's more the reputation of the industry, and the industry has to adapt the products to respond to the consumer needs. And this is where it is taking companies a longer time," he says, adding that what started out as a slow process of educating suppliers about the life cycle has sped

up exponentially. "The first year, to introduce the first eight products was a long process; this year, with 50 [products] it was a lot faster. Consumers are ready to buy those from us. We just need to show them that we have those products and continue to educate them."

Rona's green cred is well established in Quebec, where it introduced a paint-recycling program in 1999.

Seeking to raise brand awareness in Ontario, the retailer found that the environment was both a rational driver and an emotional one, rooted in trust. "We know that the trend of sustainable development and green products – our approach is wider than just green products – is something that is important, not only in Quebec but across the country," says Bernier. "For us it was very important to use that as an emotional reason to give your loyalty to a brand."

Moving from the home to the office, Toronto-based Grand & Toy also sees a holistic sustainability platform as a brand differentiator. "People want to do business with us because they trust us, because we deliver solutions to them," says VP marketing Kevin Edwards. "Our stance on sustainability, our efforts, our commitment, validates their decision and their association with our brand."

The company began the process with an environmental audit with Deloitte in 2006, around the same time the 125-plus-year-old



Bernier, VP marketing, says this – along with the shelf-level information explaining green product attributes – has been a major factor in maintaining sales through the recession. "If a consumer has a choice between two products – one which is green and one which is not – for the same price, and if they are well educated [by the retailer] and they are conscious about the environment, they will choose the green one."

To get consumers' attention, Rona is supporting the line with a new brand positioning, "Doing it Right." It's the first time the retailer has backed its green platform with serious greenbacks for a massive TV, radio, OOH and online media buy, which started in March. The spots highlight the Eco line and the paint recuperation program (which launched in Ontario last year) as well as new

Above and left: Rona added 50 new products to its private-label Eco line in April.

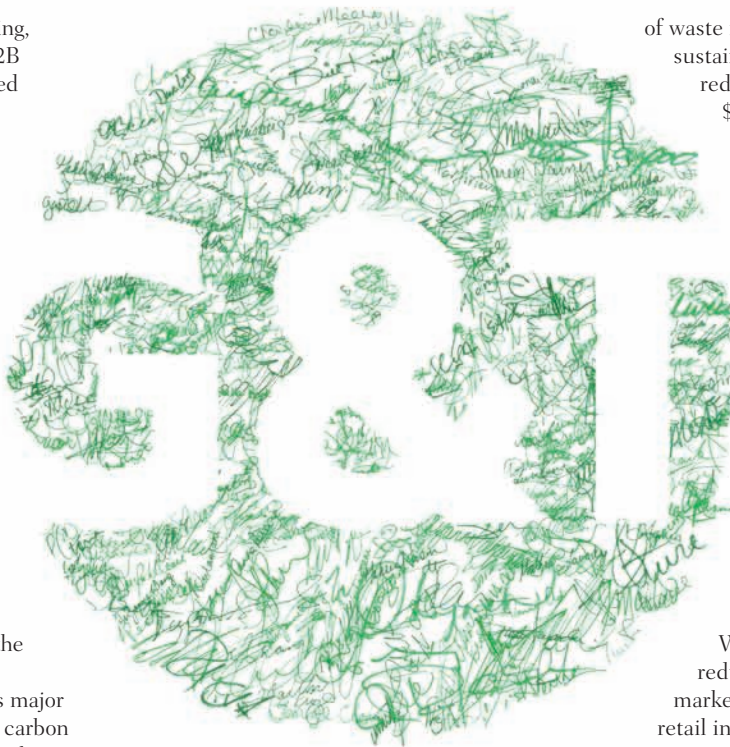
brand underwent a major repositioning, shifting from consumer retail to a B2B model. Edwards says he was surprised to find how much the company was already doing – although there was still room for improvement.

The company went public with their sustainability platform in 2007 – from recycling to green products – with a campaign that included not only employees but also vendor partners. For Earth Day 2008, the brand launched a “Green Office Hero” campaign (Grandandtoy.com/greenoffice) to celebrate those people leading change in their workplaces, share tips and market green products such as Forest Stewardship Council of Canada (FSC)-certified paper (which now make up about 25% of the merchandise assortment).

This January, the brand tackled its major environmental issue – reducing the carbon footprint of its same-day delivery trucks, which visit 100,000 businesses every day – with a 48-hour-delivery option on its e-commerce site, which accounts for 60% of the company's sales. At press time, over 40% of customers were opting for day-after-next delivery, and 45% of those customers had selected it as their default option. The change means fewer trucks on the road on a daily basis and greater logistical efficiencies, which translates into both carbon and dollar savings that Edwards says can be passed onto the customer. A national ad campaign will launch this month to publicize the success of the new model.

“We may be, in some people's minds, an older brand that is rather staid,” says Edwards. “Having a really thoughtful, broad sustainability commitment really has people look at your brand in a different way. And you benefit from that.”

As retailers graduate into Green 2.0, many are eager to take on the role of teacher, claiming best-in-class honours in Canada and sharing their successes with others. Johanne Gélinas, partner, corporate responsibility and sustainability at Deloitte, has consulted with companies to develop sustainability platforms, and says this kind of healthy competition is key. “If you want to stay in this environment, you have to speed up and demonstrate your credentials as a green company,” she says, adding that even two years ago, the amount of information on corporations' green activities available in the public domain was nil. But now, “companies realize that they don't have



WE'RE ALL IN THIS TOGETHER

This year, Grand & Toy celebrates 125 years of providing Canadian business solutions. It is a milestone reached thanks to the loyalty and dedication of our customers, employees, vendors and key stakeholders – we couldn't have done it without you! Following the Grand & Toy tradition of inspiring change among Canadian businesses, we are reviewing every aspect of our operations, as we move towards a business-leading commitment to sustainability. We invite you to stay tuned as we embark on this exciting new initiative – a journey that will take us successfully and responsibly into the next 125 years... and beyond.

Grand & Toy first communicated its sustainability platform to consumers with a print campaign.

the choice, it has to become mainstream in the way that they are doing business now.”

And as one heavyweight in a given category influences suppliers to source ethical or non-toxic materials, or reduce packaging or water waste, everyone reaps the rewards. Gélinas credits Walmart for making the most noise in the industry in terms of championing sustainability as a profitable endeavour for retailers, announcing that its roadmap

of waste reduction, energy reduction, sustainable products and packaging reduction will save the company \$25 million in Canada over the next four years. The discount

giant rolled out its packaging scorecard in the U.S. in June 2007, and plans to introduce it in Canada this spring.

Currently, Walmart is working with Canadian suppliers and the Packaging Association of Canada to reduce packaging by 5% by 2013, and the effects of changes like P&G's introduction of concentrated laundry liquid – the only kind Walmart stocks – are already being felt here.

“The size of Walmart is an advantage,” says Andrew Pelletier, VP corporate affairs for Walmart Canada. “We'll dramatically reduce the amount of waste in the marketplace, and it will game-change the retail industry in Canada. If we're requiring our suppliers to dramatically reduce their packaging and making our buying decisions on that, they're not just going to do it for us, because they're supplying the rest of the retail industry.”

Over the past year, Walmart has also more than doubled the number of sustainable products available in stores under the For the Greener Good program to around 1,000, with annual sales of approximately \$160 million, and plans to evolve the umbrella into a private label by next year. “If we are going to incorporate organic cotton socks or yoga outfits, we owe it to the customer to make sure it is great quality, that it's affordably priced, and guess what, it's also sustainable,” says Pelletier. “We want to make sustainability affordable.”

At Grand & Toy, Edwards says that two years ago, FSC products were not affordable for most of his clients. But as businesses bowed sustainability mandates of their own, the demand for green paper and remanufactured printer ink cartridges grew, driving the price down.

“Like everything, you need critical mass to make it economical,” he says. “We, like many companies, were identified as not promoting FSC to the degree that we could, which is absolutely true, but we're all, to a certain degree, guilty when cost is a factor. The best thing that's ever happened for the environment in the last three to four years is the mass of businesses that want a sustainability solution; it makes environmentally appropriate products an obvious and easy choice.”

Establishing the business case for sustainability has been crucial to the shift towards Green 2.0. “We’ve been talking to and working with people like Dr. David Suzuki,” says Pelletier. “You’d think, ‘How could a Walmart and a David Suzuki come together?’ He’s been trying for decades to get the business community to understand the business case here, and people haven’t necessarily been listening, and now they’re starting to listen.”

Morton sees the downturn in the economy as an opportunity for smart companies to look at fundamentals: “One, the environment should be a core part of your strategy to drive your sales and profitability, and the introduction of better alternatives vs. conventional, ideally lower cost, higher margin product choices. Two, you should be looking at activities that are optimizing your operational performance, be it in logistics and transportation, energy management, waste reduction diversion – all those core elements. That’s just smart business. And three, you need to engage your people and your staff behind the mission.

“Therefore right now we couldn’t be in a better time, because the smart companies will actually be more successful and the companies who have always been playing around the margins and have not figured this out will probably be in a very tough predicament in the next 12 to 18 months.”



Above: Walmart has plans for a For the Greener Good house brand in 2010. Below: enviro features in new stores.

In the meantime, those who took the leap of faith early are reaping the rewards. “We have to blaze a trail here,” says Edwards. “So if we have to get a product that would normally cost more because of its sustainability value, you do it to

create a market. There’s no greater margins in green prods and sometimes there’s less. But there will be an opportunity to enjoy margins as you build your credibility in the space.” ■



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“This eco-awareness is gonna break us.”

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Bio

Born: Sept. 24, 1972, Toronto, Ont.

Hobbies: Amateur photography, pilates, golf, and of course, reading

Family: Husband and three-year-old son, Dylan

Education: Degree in economics from Huron University College at Western

Career: Out of university, she joined the Toronto office of Boston Consulting Group (BCG), a worldwide management consulting firm where she worked on consumer strategy for Fortune 500 companies throughout North America. In 1997, BCG was hired by Indigo to do a market assessment. Horgan suggested a secondment program whereby she would work at Indigo for one year. But in 1998 she was offered a position at Indigo as manager, special projects. In 2000 she became SVP marketing, and after successfully overseeing the marketing side of the merge with Chapters in 2001, she was promoted again to chief marketing officer and EVP in 2003

WRITING INDIGO'S NEXT CHAPTER

Deirdre Horgan keeps the retail giant growing with e-books, store redesigns and a brand new chain

BY EMILY WEXLER

Deirdre Horgan, EVP marketing at Indigo Books and Music, pulls out her Blackberry and scrolls through the book she's reading, *Cutting for Stone*. She's enthusiastically explaining Indigo's latest endeavor, Shortcovers, a free application whereby readers can download books (or just chapters, magazines, newspapers, etc.) to their mobile devices or read them online.

Launched in February in both Canada and the U.S., Shortcovers is the first such service that doesn't require the purchase of a separate reading device. Readers can download an entire book for between \$10 and \$20 – less than the physical version. And while Horgan doesn't expect it to replace actual books in her lifetime, she recognized the need for Indigo to grow and change with its readers. "We're in the business of stories and written words and reading," she says, "so we need to be where the market is in order to serve our customers."

Horgan, who often finds herself attached to her Blackberry, is already a dedicated user. She's passionate about Shortcovers in the same

any top-notch marketing person of any age at any company."

Horgan not only held her own at Indigo, she led the way on some of the company's most profitable initiatives. Among her greatest accomplishments was the development of iRewards, Indigo's loyalty program. "She led the building of [iRewards] into one of the strongest loyalty programs in Canada," says Reisman. After the merger, Horgan took four different existing programs and created a unified one that crossed all banners (Coles, SmithBooks, Chapters and Indigo), giving members 10% off books for a fee of \$25 a year. With over one million members, iRewards has become an integral part of Horgan's marketing strategy – the majority of Indigo's advertising is through direct channels like gift guides and emails sent to iReward members.

The gift guides, also distributed as geo- and demo-targeted newspaper inserts, are one of the cornerstones of Indigo's advertising since 30% of books sold are bought as gifts. Newspaper ads, brochures and in-store posters

We're in the business of stories and written words and reading, so **we need to be where the market is** in order to serve our customers

way that she's passionate about all aspects of Indigo, perhaps because she's been an integral part of almost everything they've done since the beginning.

When Horgan was hired at Indigo in 1998 as manager, special projects, it had one store in Burlington, Ont. When Indigo merged with Chapters in 2001, Horgan went from being SVP marketing of 15 stores to 250 at the tender age of 29, and she's since seen her marketing team double to the 25 members of today. But Heather Reisman, Indigo founder and CEO, wasn't concerned about Horgan's youth. "I never thought age was a factor," says Reisman. "Deirdre could hold her own with

are among the other elements thought up by Indigo's in-house creative team, led by CD Emmet Sheil. Forgoing the assistance of an agency, Horgan says having the creative team constantly at hand has worked well. "We have a partner who knows our voice in and out and can turn around ads and signs within a matter of hours in order to help us adapt to the changing needs of the customer," she says.

Horgan has also been instrumental in the growth of Indigo's online presence, which she was charged with developing when she first came on board. Aside from being a top bookselling destination, Chapters.indigo.ca is also home to a year-old online community.



Above: the online community campaign featured Canadian celebs like Rick Mercer. Bottom right: a newly designed store in Winnipeg.

Dubbed by users as the “Facebook for booklovers,” the social network allows members to share favourite book, movie and music titles and engage in discussions. “We launched it with a major mass and direct campaign which leverages celebrity and non-celebrity, because that is the essence of a community – being able to connect with people, from the Rick Mercers of the world to [non-celeb] individuals,” explains Horgan. The campaign included transit ads in the GTA, outdoor, direct mail and in-store poster displays. The community, accessible through the Indigo homepage, has over 220,000 members so far.

A few years ago, Horgan and the rest of the executive team got together to map out growth areas – where they were seeing greater consumer adoption and trends – for the next five years. The shortlist was gifts and lifestyle, kids (aged 0 to 12), teens, green products and digital (later resulting in Shortcovers). The first four areas informed the design of 11 new stores – four built last year and seven more coming this year – as well as the redesign of several existing stores and a brand new retail chain.

Under the banner “Indigo Books, Gifts, Life,” the new 18,000 sq. ft. stores, designed by Toronto-based interior design group Burdifilek, have books at the core and shop-in-shops around the perimeter, each with a unique focus (teens, kids, magazines, gifts, etc.) and a distinctive look. The kids section, which includes toys and games, has been expanded between 1,000 and 1,500 sq. ft. on average to 3,000 sq. ft. “Our customer is the book lover and imparting the

joy of reading to children is extremely important to them,” explains Horgan. Some existing stores, like the Yonge and Eglinton location in Toronto, have already undergone changes to reflect the growth areas, with more to follow in the coming year.

To hit the green market, Indigo created Pistachio, a line of environmentally friendly paper, gift and apothecary items sold at Indigo stores as well as two standalone retail locations in Toronto which opened last fall. “We have very sophisticated, educated customers who are passionate about the environment,” says Horgan, adding that the offering at Pistachio is “about not sacrificing beauty or design for the desire to be more environmentally friendly.”

Horgan says the marketing for Pistachio is “very grassroots, very much about educating our existing customer base,” and leverages their current vehicles such as email, gift guides and in-store events. While still early to gauge results, Horgan says they’ve been pleased so far, and more standalones are a possibility for the future. The line has also been picked up by Barnes & Noble in the U.S. and will begin selling there this fall.

Opening new stores may seem counter-intuitive during a recession, but Indigo’s sales have gone up (3.6% in their third quarter), which Horgan attributes to the fact that they sell an affordable luxury. “[People are] seeking simpler times, going back to basics, and nothing is more basic than curling up with a good book,” she says. And while Indigo’s marketing strategy has been adjusted with, for example, more value-added promotions and more exclusives and benefits for iReward members, Horgan says the company has made a bold commitment to no layoffs. “We believe during these times it’s our job to protect the community of our employees,” she says. “We would much rather they be engaged in serving our customers’ needs than printing off their resumes and worrying about job security.”

And Horgan herself seems committed to staying focused on the Indigo customer. “What often happens with people in the early stages of their career is that they think, ‘okay, what’s next?’” says Reisman, “and I think she has the ability to realize, ‘wow, I’m doing what I want to do in a place I want to do it and I can keep growing.’” That growth includes giving back to the community. Horgan helped create Indigo’s Love of Reading Foundation, which has generated \$6 million over the past five years to provide books to schools in need, and she serves as an advisor to the SickKids Foundation. “She’s grown in her ability to help shape and inform the culture of the company,” says Reisman. “She’s grown as a thought leader, as a people leader, as a colleague, and I really think of her as a business partner.” ■



THREE QUESTIONS

What was your most memorable Indigo event?

Several years ago, Bill Clinton came. He’s the real deal – very gracious, extremely personable, magnetic, and he shook every single person’s hand, signed every book and then went outside and spent an hour interacting with our customers.

What was the best piece of advice you ever received?

‘You can have it all but you can’t have it all at once.’ Life is a long journey, and when you’re young and starting out in your career you feel like you need to get everything done by the time you’re 35, but you probably have another 15 or 20 years to your career. Heather [Reisman] gave me that advice years ago.

Who would you trade places with for a day?

Somebody on Obama’s staff. I’m fascinated by the political process and him as a change agent. I would love to trade places with someone close to him to really get a sense of how he’s internalizing everything that he has to face right now.

OUTSTANDING NEW CAMPAIGNS

BY JONATHAN PAUL

TRILLIUM ORGAN-IZES YOUNG DONORS

Organ donation is something that 15- to 24-year-old Ontarians don't commonly have on the brain. That's what Trillium Gift of Life Network (TGLN) is hoping to change with a brazen multi-platform campaign telling them that it's a cause they should open up to.

Developed by Narrative Advocacy Media and Mighty Digital, Direct + Design (both units of Toronto-based Bensimon Byrne), the effort kicked off on April 20 with a tongue-in-cheek PR event in Toronto promoting the opening of "Heart Barn," a pretend peddler of human hearts.

Using the tagline "If organs and tissue were this easy to find, we wouldn't need donors," transit shelter ads, interior transit cards, wild postings and online banner ads let young people throughout the province know that since organs don't come cheap these days, they should seriously consider recycling theirs by visiting RecycleMe.org, an interactive microsite where they can register as an organ donor.

Greeted by Ben, a character whose chest opens like barn doors to give them the inside scoop on major organs, visitors can access video testimonials from donor families and recipients, footage from actual organ transplants and a forum to discuss the topic.

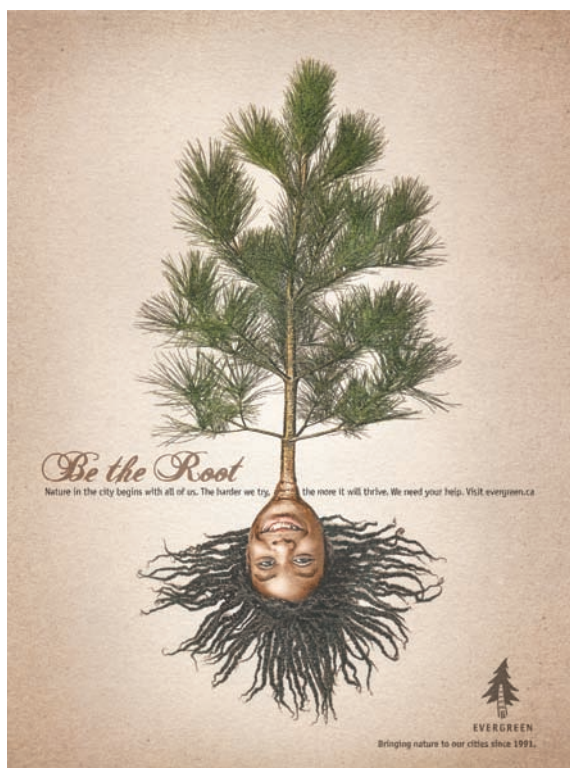
"The strategy is to make youth aware of organ and tissue donation, not just that it exists, but as a cause that needs them," says Troy Palmer, associate CD at Bensimon Byrne, "and to give them the sense and the belief that they have the power to save a life."

TGLN is also using social media to communicate with young bloods, including a Twitter page maintained by a human liver and a Facebook fan page that houses content not available on the microsite.

advertiser: **Trillium Gift of Life Network**
agencies: **Narrative Advocacy Media, Mighty Digital, Direct + Design**
CDs: **David Rosenberg, Jon Toews**
ACDs: **Troy Palmer, Michael Lee**
ADS: **Michael Lee, Ulyssis Crisostomo**
writer: **Troy Palmer**
illustrator: **Geoff Donovan**

digital copywriter: **John Czikk**
account team: **Amanda Alvaro, Nitsa Staikos-Sills, Natali Tofiloski**
production manager: **Steve Barrett**
VFX: **Ignition Digital, Robert Clegg**
prodco: **Calibre Entertainment**
director: **Calum deHartog**





EVERGREEN PLANTS ROOTS IN URBAN SPACES

Not-for-profit Evergreen is calling on environmentally-conscious city dwellers, letting them know that they can be the root of a movement that helps bring a bit of green into Canada's concrete jungles. The ultimate goal is to grow a sustainable society where individuals live in harmony with their local environment.

To help bring that vision to fruition, Evergreen, which is based in Toronto, recently launched a new call-to-action campaign, cultivated pro bono by Toronto-based Zig. Print ads with the tagline "Be the Root" are appearing in *Canadian Gardening* magazine (media was donated) and depict trees with the upside-down heads of people forming their base, wisps of their mussed-up hair emulating roots. The creative encourages urbanites to visit Evergreen.ca to sign up and access resources that empower them to advance the charity's cause in their respective communities.

"[Evergreen] wanted this series of print ads to be very blunt and transparent about what we're asking people to do" explains Zig ECD Martin Beauvais. "[The creative team] worked really hard at making the visuals very clear that each human being can be the root of a more livable, enjoyable, beautiful city."

The campaign branches out with posters this month, and PSAs, currently in development, are set to roll out this summer. The agency's "Be the Root" visuals will provide the thematic base of Evergreen's communications going forward.

advertiser: **Evergreen**
agency: **Zig**
ECD: **Martin Beauvais**
AD: **Mark Puchala**
copywriter: **Geoff Morgan**
planner: **James Powell**

team leader/agency producer: **Christine Harron**
print producers: **Jen Dark, Darcy Panicia**
photographer: **Matt Barnes, Westside Studios**
film houses: **247 Integrated, Zig**
retouchers: **Matt Barnes, Jeremy Thompson**

CHILDLIKE FASCINATION INSIGHTFUL FOR HONDA

Honda maintains that environmental innovation has always been a part of its lifeblood. So, to reestablish itself as a leader in the space, it's using the launch of its 2010 Insight hybrid to cut a swath through greenwashing clutter with a campaign to keep our skies blue for the kiddies.

The "Blue Skies for Our Children" effort launched on Earth Day with TV, print, online banner and POS ads, elevator wraps and digital brochures. It looks more to the bigger environmental picture, unlike the Insight's U.S. launch, which predominantly focuses on the vehicle and its attributes minus the "Blue Skies" messaging. The cornerstone of the campaign is Hondabluesky.ca, which is divided into three sections: Yesterday, Today and Tomorrow. Each one offers a unique look at Honda's ongoing legacy of pioneering environmental innovation, as seen through the eyes of children,

Earth's custodians in waiting.

"We wanted to talk about these innovations through the lens of children because children are dreamers, children are optimists, and really, for us, embody this 'power of dreams' notion, which is Honda's global tagline," explains Jon Finkelstein, partner, creative at Grip Limited, which developed the campaign. "They're not jaded, they don't have a sense of ennui and they do have the sense that anything's possible if you put your mind to it." "Today" draws focus to the 2010 Insight – "the hybrid for everyone" – as further proof of Honda's green-gear leadership, as well as some of its other, more surprising green products, like a hybrid snow blower. "Tomorrow" features interviews with kids, using their visions to symbolically illustrate the road that Honda strives to take. The web interviews ultimately provided the groundwork for the TV executions, so even the creative is green.



advertiser: **Arch Wilcox, Kate Lucek, Quyen Lam and Amanda Menezes, Honda Canada**
agency: **Grip Limited**
CDs: **Jon Finkelstein, Stephen Bennett**
art direction: **Stephen Bennett, Scott Dube, Haley Fiege, Heung Lee**
design: **Thom Antonio, Pia Nummi**
copywriters: **Jon Finkelstein, Randy Stein, Ian Mackenzie**

producers: **Amy Miranda, Jennifer Mete, Laurie Maxwell**
production design: **Patrick Robinson, Peter Aspros, Jody Wagner, David Faris**
flash design and development: **Heung Lee**
prodco: **Radke Films**
sound design: **Imprint Music**
account services: **Steve Rhind, Lindsay Staniloff, Jill Proudfoot**

You are cordially invited to submit your new, dead clever and previously unrevealed campaigns to editorial director Mary Maddever at mmaddever@brunico.com and CD Stephen Stanley at sstanley@brunico.com, co-curators of *strategy's* Creative space.

POWERWISE: AMP UP THE ACTION

BY JONATHAN PAUL

David Suzuki's commitment to the environment now includes sneaking into homes armed with a caulking gun to combat "draft dodgers." That scenario is played out in the latest spot from the Ontario Ministry of Energy and Infrastructure's campaign for PowerWise. The "You Have the Power" effort was developed by Toronto-based Allard Johnson, and spans TV, transit shelter, exterior bus card, superboard, ethnic newspaper and internet banner ads featuring Suzuki informing Ontarians (in a humorous fashion) about things they can do in their everyday lives to save energy.

"The strategy has been to bring energy conservation awareness to the people of Ontario in an approachable and friendly manner," says Kevin Powers, director of communications at the Ontario Ministry of Energy and Infrastructure, "and give them quick and easy-to-implement ways that they can help reduce their electricity consumption."

The campaign kicked off in 2006, with Suzuki volunteering his services in 2007, and his role has become much more whimsical of late.

The creative drives people to Powerwise.ca, where they can not only take a look at Suzuki's video tips for conserving energy, but also sign up to join the cause and share their own suggestions. The website has amassed 3,171 registered users that have found 537 ways to conserve energy. We asked founder and CEO of the Summerhill Group and green initiative expert **Ian Morton**, and **Wendie Scott Davis**, VP and CD at Gilbert + Davis Communications, who has experience with cause campaigns and changing behaviours, to tell us if PowerWise has the power to get more Ontarians seeing green.

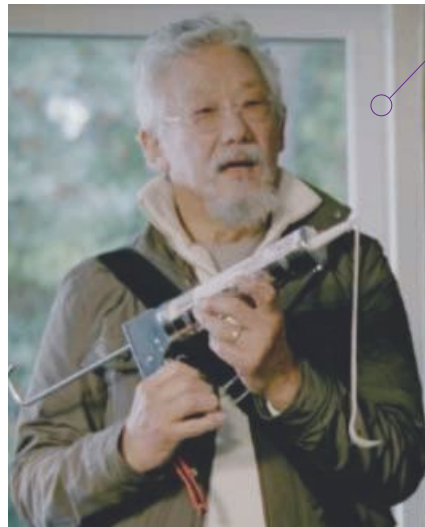


OVERALL STRATEGY

Scott Davis: The overall strategy was initially a good one. I think that keeping the required actions simple was the right way to go. Keeping the message light and friendly and making David more approachable were also good decisions.



Morton: The conservation marketing strategy in general seems fuzzy to me. I'm not sure what they are trying to achieve. If the goal was to create a "culture of conversation" then this campaign has failed. Inspiring through humour is good as a base awareness, but I think it's time we move beyond awareness, raising to investing in efforts that change behaviour.



USE OF SPOKESPERSON

Scott Davis: David is a good spokesperson and is certainly at the forefront of conservation messaging. The campaign does portray him as very human and approachable in all elements. His tips on the website are simple, useful and easy to act on. I'm not sure that his involvement or the campaign has kept pace with the increase of consumer awareness. PowerWise needs to stand out from the crowd.

Morton: Suzuki is recognizable and is a good fit, but it could have been so much better if the campaign was designed not to get the message out, but to get change to take place.

CONSUMER ENGAGEMENT

Scott Davis: The awareness-building strategy needs to move to the next phase, taking consumers to the next level of involvement. "You Have the Power" is a double-edged tagline. The intent is to convey we have the power to change, but it implies limitless power. It is passive and doesn't tell people what is expected of them. When you compare the sign ups at PowerWise versus One Million Acts of Green (see p. 34), it would appear that the community tools haven't been as successful as they could be.

Morton: You have PowerWise, EKC, individual utility programs and not-for-profit community-based campaigns and none of them are knitted together. There were TV ads out for weeks with Suzuki going through someone's beer fridge. At the same time, the Ontario Power Authority launched a Refrigerator Roundup program with no call to action. For the money spent, you could drive people to retail stores using engagement and retirement programs to get people to act.

CAMPAIGN ELEMENTS

Scott Davis: The early spots were effective because they were simple. As the spots evolved, I thought the simple acts got a bit lost in the complex executions. The early executions focused not only on the act, but the results of acting – energy to light a city, money to buy more beer. The later spots didn't do that. With respect to the website, although the URL was displayed in all executions, there didn't seem to be a sense of urgency or compelling reason to go there.

Morton: Billboards that say "PowerWise" or "Every Kilowatt Counts" (EKC) mean nothing and do not translate into action. If they really wanted to have people use compact fluorescent lamps (CFLs), they'd engage them where/when they are making a decision. They should have taken the money invested in ads and given every Ontarian the equivalent in free CFLs at their local retailer.

The creds

Advertiser: Ontario Ministry of Energy and Infrastructure • **Agency:** Allard Johnson, Toronto

OOH ADDS TAG-TO-ACTION

BY JONATHAN PAUL



Billboards in Toronto have become more tech savvy. Well, at least one of them. In April, Toronto-based Holmes and Lee incorporated photo-enabled Microsoft Tag High Capacity Color Barcode (HCCB) technology into a billboard promoting Reasonpartners.org. Holmes and Lee felt it was a good fit for the philanthropic initiative's OOH depiction of homeless forest folk. Reasonpartners.org raises awareness about the damaging effects of human sprawl and pollution on wildlife, and aggregates several charities on one site, helping them raise money in a cost-effective manner.

The HCCB tag brings OOH traffic online – it enables viewers with smartphones to navigate directly to Reasonpartners.org on their mobile browser simply by taking a picture of it with their smartphone camera. All they need to do is download a free application called ScanLife to facilitate the process.

"The Microsoft Tag just made billboards clickable and linkable," says Kiko Sato, VP and technical director at Holmes and Lee. "That makes them relevant again." ■

COMMERCIAL CONVO GOES 3D

Advertisers are taking their conversations to a different dimension: the third dimension. But it ain't your parents' brand of cheesy cardboard glasses-style 3D, it's digital.

In April, Canadian charity Tema Center Memorial Trust, which aims to improve understanding of acute and post traumatic stress disorder (PTSD) encountered by emergency services personnel, made a splash in the "3Deep" end by completing the world's first 3D public service announcement. The spot follows the world's first digitally produced 3D TV commercial for Pepsi, which aired in the U.S. during the Super Bowl in January.

Tema's commercial, crafted by Toronto-based Geneva Film Co., was shot using two digital cameras that represent the right and left eye. The footage was then amalgamated into a single computer file that can be played through a digital projector and viewed in 3D with the assistance of special glasses with polarized lenses in 3D-enabled theatres – there are currently 41 in Canada. The spot can also be viewed in 3D online and on 3D-enabled mobile devices, with a 2D version available across all the same platforms as well as on TV. The goal was to convey the horrors of PTSD by literally adding another dimension to the way the message is communicated.

"[Advertisers] can leverage the incredibly immersive experience of 3D as a strategy for drawing the viewer into a powerful message," explains James Stewart, founder, producer and director, Geneva Film Co. "In this commercial we used 3D to effectively pull our audience into the experiences and suffering of workers with PTSD." **JP** www.genevafilmco.com

70.1

BY MIKE FARRELL

This is the percentage of 14- to 34-year-old Canadians recently surveyed that agree with the statement, "People like me can make changes that will help the environment."

Green this and naturally-raised that. Who'd have ever expected a decade ago that the new millennium would have such a sheen of moss and dirt to it? But the rise of "green" has most emphatically become a key defining value of today's younger generation.

Al Gore's documentary provided the proverbial tipping point for our culture's intense refocusing towards doing right by the planet. But much fertile ground for this message had already been prepared by a millennial culture that was noteworthy for both its pragmatism and a sturdy sense of social responsibility.

As much as there is a sense of vogue to the current "greenification" ethos, the larger cultural imperatives at play amongst the young means that a meaningful sense of accountability to the community and, in turn, the world, is here to stay. This sense has also been grafted to this generation's expectations of the brands they support, the organizations they join or work for and the political policies they back.

Fully 64% of our young respondents expect to see global warming affect their lives negatively, but they're not sitting back and waiting for this to happen. Cases in point: buying in bulk to cut down on packaging, buying environmentally-friendly products, buying locally sourced products, and considering the values of a company, all register around 30% as strong considerations amongst the same set of respondents.

What's perhaps most intriguing about this collection of linked stats is that strong consideration for the same criteria registered in the single digits a scant half decade ago.

This is, undeniably, still a growing trend.

This "statsthought," gleaned from Youthography's national "Ping" study, was culled from a winter 2008 survey of 1,697 youths. Mike Farrell, partner, chief strategic officer, can be reached at mike@youthography.com.

STATSTHOUGHT



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June 8 • Ted Rogers School of Management, Ryerson University

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Founder, Capital C

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Agenda - June 8, 2009

8:15 - 9:00	Registration and Continental Breakfast
9:00 - 9:30	Opening Session - Stop Advertising & Start Socializing
9:30 - 10:30	Teenage Research Unlimited - Getting to Engagement in Tough Economic Times
10:30 - 10:50	Networking Break
10:50 - 11:50	Case Study - Social Media/Consumer Generated Content
11:50 - 1:00	Lunch
1:00 - 2:00	Case Study - Brands That Embrace/Support The Community
2:00 - 3:30	Working Sessions
3:30 - 4:30	Youthography Panel Discussion
4:30 - 4:40	Closing Comments

Bottom line: You'll get intel and deep insight into youth – why they like what they like – and where your brand fits in

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NEXT MEDIA STARS

Strategy wanted to know: which young media minds are breaking new ground, taking campaigns to the next level and delivering results? We asked the top brass at media agencies across the country to tell us who they think deserves a shout-out, and from whom we can expect even more big things to come. Check out the first four, and stay tuned for the rest of the best in our June issue.

BY MELITA KUBURAS



Bonus points for digital inventiveness

Gah-Yee Won, account executive, Zed Digital, ZenithOptimedia, Toronto

Claim to fame

Ten million people in Canada have an Air Miles card, but only about a third of them use it. With a campaign called "Passport to Win" launched in March, the challenge for ZenithOptimedia's Gah-Yee Won, account executive, Zed Digital, was to reach those six million cardholders who were not avid points collectors, and drive them to the Air Miles website for a chance to win prizes.

Won, 26, thought of a method she calls "exclusionary targeting": by cookie-ing the IP addresses of those who log on to the Air Miles site, tech teams can track and recognize loyal point collectors. "We tag them, call that person an avid user and don't show them any ads," says Won.

To reach the rest of us, "Passport to Win" was advertised through banner ads on three major suppliers that would

have the technological know-how to implement the experimental plan: Sympatico MSN, Yahoo and MSN's ad network, an aggregate of Comscore's top 40 sites in Canada. Even though the technology is not new, tech teams at those networks had never cooked users for the purposes of avoiding them before, says Won.

The media buy follows an impression-based pricing model (Zed purchased 17 million impressions, expecting about 34,000 clicks) and Won's ultimate goal of 100,000 clicks to the contest was surpassed with 114,000.

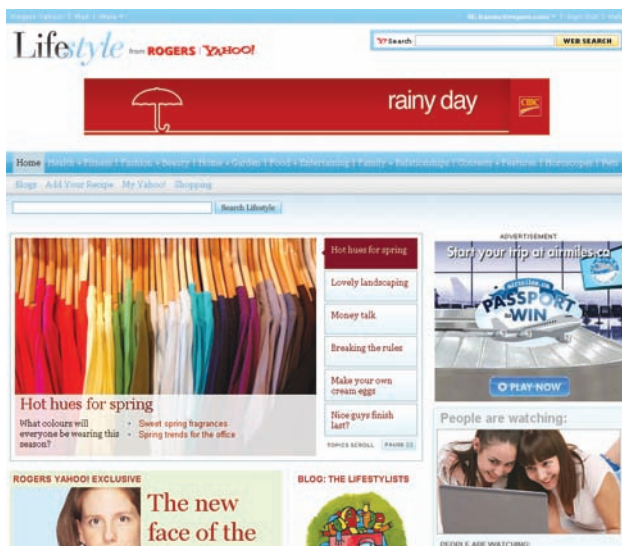
"Do you really want to see the puppet master's strings?"

Are ad execs giving enough attention to media and keeping pace with change?

While one of the biggest frustrations of media planning is being an afterthought to the creative concept, I feel like ad execs are moving in the right direction. We are being brought into the process earlier than before and being consulted more often.

What brand would you love to work on (that's not a client of your agency), and why?

I would love to work on a brand competing against one of the behemoths, such as the Microsoft Zune. I think Zune is in a really interesting place right now having the backing of Microsoft, but still being second to the giant that is iPod. I would love the challenge of raising a brand from its infancy, tangibly increasing its market share and brand awareness.



A bit about Won

Before joining ZenithOptimedia in September 2007, Won, who holds an honours BA in media, information and technoculture from Western, worked in retail until her friend (last year's Next Media Star winner) Danny Shenkman referred her to Zenith's digital group. Like many young media stars, Won was unaware that the media industry even existed – but she suspects that probably means the job is being done right.

"I think media is at its best when it's so seamless and natural," says Won.



Directing Johnson's mom close-up

Trevor Bozyk, activation designer, J3 Canada

Claim to fame

Busy young moms want information about babies, pregnancy, style and food, and they want it in an on-demand fashion, says Trevor Bozyk, activation designer, J3 Canada, a division of Interpublic Group dedicated to Johnson & Johnson. To reach the schedule-challenged mommy demo for Johnson's Baby brand, Bozyk spearheaded a partnership with Slice TV's *The Mom Show* that would communicate on multiple levels – online, through branded content and live events.

Products like Head-to-Toe Baby Wash, Bedtime Bath and Lotion, and Gold Shampoo were incorporated into a series of branded vignettes that are now a regular segment of *The Mom Show*. Johnson's also sponsored a block of mom-relevant programs airing weekday afternoons, and Canwest repurposed some episodes from previous seasons of the show to incorporate the brands for rerun watchers. Bozyk's team also chose Calgary as the location for *The Mom Show*'s live kick-off.

Through hyper-targeting, Bozyk, 30, focused spend on the target and made sure the brand had a starring role in the content. "We're really going to focus in and communicate where moms are spending their time – and not just



points, and awareness for Babycenter.ca, Johnson's proprietary site that was often plugged with the branded content, was up by 19 percentage points.

The partnership with *The Mom Show* is continuing into 2009. "We have produced 20 more episodes. We actually became bigger players in terms of underwriting and collaborating more on the actual production which will begin again in September of this year," he says. The episodes they produced have also been picked up by Women's Television Network in the U.S. "It's a great extension – Canada is now working on exporting some really great examples of branded entertainment," says Bozyk.

His next step is reaching moms who like to read about all aspects of motherhood online.

"They're worrying about fashion and about health; their husbands, their relationships, the best deals and the must haves," he says. So Bozyk arranged a collaboration with Sweetmama.ca, a property of Toronto-based trend guide Sweetspot.ca, to weave Johnson's into its copy. For instance, a soothing baby product like Johnson's Baby Bath can be plugged into an article about how to plan a great date night, explains Bozyk.

"It was another area that we felt was important for us to reach out and say, 'Johnson's is here for you every step of the way,'" he says.

The background

Bozyk's knack for production comes from a background in film and theatre, which he studied at Queen's University. After graduation, the Vancouver native went back out west and attended Vancouver Film School for film production. His subsequent jobs in the film industry ranged from director's and producer's assistant to, most recently, marketing at Alliance Atlantis, which he did for three years before joining J3 in January, 2008. He sees his film experience as a valuable resource for the types of media partnerships J3 is creating. "It really does culminate a lot of production and a lot of marketing because it's about producing content," he says.

How do you get branded entertainment right, so that consumers embrace it?

Having it be less about your brand shining through and more about the essence of what the person wants to learn. I think through that they'll understand the association. You can say organic, you can say subtle – but I think the key is, you have to give them something they want, and without having the brand weigh too heavily on it.

What is the next big media tactic?

We're blurring the lines between what media is – it's no longer a television and a magazine and then a computer. They're all becoming one and the same; the future is about bringing them all together into one unified channel. Any time change is abreast, it presents a challenge – in both understanding and risk-taking – to really inspire innovation.



women, but moms. That's where your money works more efficiently for you."

And the strategy worked – Johnson's net trade sales grew 9.3%, awareness for Johnson's sponsorship of *The Mom Show* increased by 20 percentage



Updating Molson's social media status

Travis St. Denis, media supervisor, Mediaedge:cia

Claim to fame

In order to amplify Molson Canadian's brand platform "The Code" last year, Travis St. Denis, 30, media supervisor at Mediaedge:cia (MEC), orchestrated an online video launch that gives voice to young Canadian beer-drinking men who write and live by the unwritten rules of guy social conduct.

"We needed to find a way to exploit 'The Code' a little bit more and bring more of it to life," St. Denis says. Video programming site Heavy.com produced a series of fast-paced, two- to three-minute webisodes hosted by hottie stand-up comedienne Nicole Arbour. She travelled to sporting and

their 19- to 24-year-old male target. "They could really identify with what their peers were saying, and instantly made a link to the brand."

Active brand engagement is a mantra at MEC, and it's what initially attracted St. Denis (who has also worked at Sharpe Blackmore and Initiative) to the agency in December 2005, when he started as a planning supervisor on the Molson account. About two years ago, his role in the interactive realm for the client began to take root, and while he rejects the "social media expert" title, St. Denis has proven to his coworkers that this is a medium in which he is most comfortable.

sharing ideas and organizing events, seminars or presentations.

One of the most popular tangents that resulted from the network is an office book club, says St. Denis. "I really do believe that in order to have any kind of viewpoint on social networking and how to apply it for your clients, you have to live it."

How do you prepare a client for some of the risks they may face?

A lot of dialogue needs to happen. I don't know if you can put their mind at ease, but it's addressing and laying out a plan to respond to both the good and the bad and everything in between. Before anyone delves into the space, [they should] spend a little while, maybe two or three months, just monitoring. See what people are saying about brands, then prioritizing what conversations you want to have with them both reactively and proactively.

How do you evaluate your work?

For me, it's really about active engagement and how we can capitalize that for our clients. At the outset there are a number of goals that we'll lay out, for instance a goal for new Molson Insider growth. We'll lay out a goal for what key brand metric we want to see on the rise, how much traffic we want to drive to the website and how much time we want them to spend on the



music events across the country asking attendees loaded questions like, "What do you do if you spill someone's beer?" or prompting them to expose abdomens with the encouraging: "Do you have a six-pack or a mega-keg?"

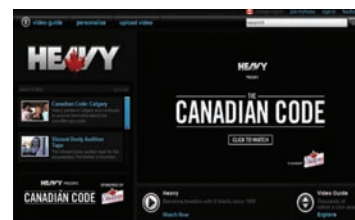
The nine webisodes, most of which were seeded on Heavy.com last summer, had seven million streams on the site, and the objective of dimensionailizing the platform through online media was achieved. "It was a mirror for themselves," says St. Denis about the videos' popularity among

About his work

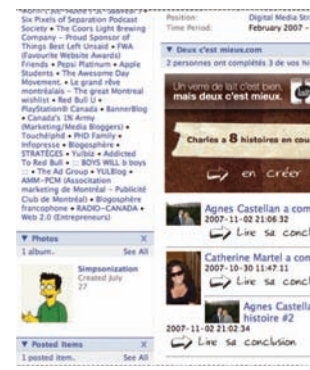
St. Denis' mission was to expand the Canadian and Coors Light Facebook fan pages (which now have more than 27,000 and 32,000 members, respectively) and convert them to the Molson Insider program. Facebook was the number one referral of Molson's web traffic during last year's contests like Coors Light Mystery Mansion and Maxim Golf Experience.

Now, St. Denis says Molson may have reached a plateau in terms of the Facebook group size, but the investment in social media continues, with the overall priority to build community relationships. "The messages that we do send out have to have some value to the consumer. It can't just be, 'Hey, here's a status update, here's an event that's happening.' There's value in the event, but is that really valuable for someone to take up space in their news feed?"

In order to better understand the medium, St. Denis immerses himself in it – and he wants his co-workers to do the same. Last year he developed the MEC internal social network called MECLive, which allows all employees to hone social networking abilities by



website when they're there. It's less about impressions, [and more about] 'are our consumers really engaged with the brand?'



The digital *crème de la crème*

Charles-Étienne Morier, digital media planner, Touché!PHD

Claim to fame

He studied architecture at Cégep du Vieux Montréal, but Charles-Étienne Morier has spent the last four years building brands' presence in the digital landscape. At Touché!PHD, where he's worked since 2007, Morier, 29, has transformed three milk products from Fédération des producteurs de lait du Québec into digital advertising leaders.

Recently, Morier's challenge was to turn cream into a must-have ingredient for women aged 25 to 54, who are increasingly turning to the internet for quick and convenient recipes. "However, they rarely think of cream when preparing their daily meals; they rather associate it with a luxury," says Morier.

For the six-month campaign that began last June, Touché!PHD integrated the brand within the largest recipe website in Quebec – Transcontinental's Recettes.qc.ca.

Cream was already featured in about 50 recipes on the website, so for the buy they amalgamated them into one special section. A recipe generator also allowed visitors to type in two random ingredients found in their fridge to receive instructions on how to use them and create a cream-tacular dish. This addressed consumers' presumption that cream is only used in complicated meals, Morier explains.

For cooks who wanted even more cream in their diet, the site linked them to a microsite, Metsdelacreme.com, which listed additional recipes, as well as a Facebook application where they could upload and swap recipes with friends.

It was a long integration process, reflects Morier, because many of the

features (like the Facebook widget and the new sections) were being introduced for the first time. But the results were worth it. Promoted by online ads on Transcon's web network as well as through print ads in magazines, the campaign generated more than 125,000 visits to the cream section in four months. The recipe-sharing Facebook tool also became the most popular French application in the food category.

Morier's work

In 2007, Morier put two other brands from Fédération des producteurs de lait du Québec in the spotlight. He developed a campaign for chocolate milk that incorporated the brand's animated characters Leo and Choc into edgier media environments in order to target the 12- to 34-year-old demo, including cinema and videogames.

For instance, small banner ads were placed in live Xbox 360 games that, if clicked by gamers, would take them to a microsite where they could create and upload their own videos and vote for other favourites. The ads, which Morier says are less intrusive than 15-second pre-roll ads in games, generated more than 244,000 visits in four months and chocolate milk consumption increased by 5%.

That fall, the dairy brand asked consumers to share their nostalgic moments of past friendships in a campaign for regular milk. "Basically we wanted to create our own community around attributes of sharing and getting closer," says Morier.

Social networks were a natural platform because they share those same attributes, he explains.

Thousands of stories were submitted through Facebook, email and MSN Messenger, but about 750 of the best ones were featured in a story book on a microsite for the brand which received 175,000 visits. Some stories were also used in later print advertising for milk.

Morier's interest has always been the digital realm. "It's always fascinating the way that it evolves very fast," he explains. Before Touché!, where he recently started a search engine marketing unit now used by about 40 clients, Morier worked at Marketel McCann-Erickson for clients like L'Oréal and Air Canada. But his latest transportation client at Touché!, is a bit closer to the ground: this month, Morier will launch his latest campaign for VIA Rail, an account the agency landed in February.

Have you ever taken a big risk on a campaign?

It's always calculated risk. I think some advertisers are more open to these kinds of [innovative] campaigns, which the milk brands are. Just doing banners is not enough – we're trying to go further and create useful tools for our target.

How do you get your ideas?

What different advertisers are doing in other countries is inspirational, but basically it's about developing a strategy that is relevant to the brand and the campaign. The internet is good for interacting with our target and engaging with them, and not all advertisers are using this to their advantage.

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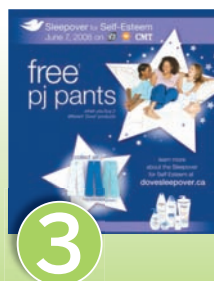
BY CAREY TOANE

CAUSE + ACTION 2009

Canadian consumers are a nuanced bunch. In a November 2008 Nielsen survey, 85% felt that it was very or somewhat important that “companies implement programs that contribute to improving society,” while environmental programs scored even higher with 91%. In contrast, only 57% felt that simply “supporting important social causes” was equally important. Perhaps most compelling, Canadian consumers are more interested in contributing to social and environmental causes by purchasing ethical products (61%) than donating money (13%).

The results of our third-annual Cause + Action awards, recognizing the best corporate social responsibility (CSR) plans by Canadian marketers last year, closely mirror the opinions of Canadians. Our panel of industry and CSR experts assessed the entries based on brand DNA, uniqueness, awareness, legs, and overall commitment to the cause – and the message came back loud and clear: Canadian companies are earning the trust of consumers with programs that make credible, natural connections back to the brand, provoking both thought and action.

“When this linkage occurs it is easier to believe in the cause and ultimately take action – even if that action requires me as a consumer to buy something,” says Susan McGibbon, judging panelist and partner at Toronto brand consultancy Chemistry. “Brand trust drives brand ROI.”



CISCO'S ONE MILLION ACTS OF GREEN

Last October, Cisco Systems Canada joined forces with the CBC to create a social network of Canadians, linked together in their commitment to change their habits for the greater environmental good. Just over six months later, One Million Acts of Green (OMaOG) has succeeded beyond its name. Now it's poised to go global

OVERALL WINNER

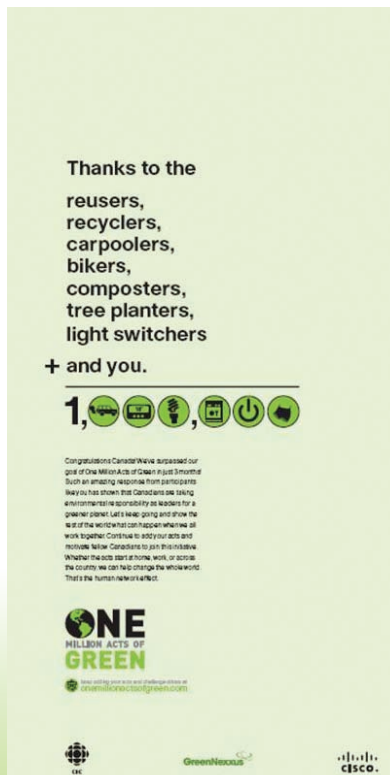
Inspiration

As a global company operating in more than 85 countries, Cisco recognized the need to take a leadership role in reducing its overall environmental footprint. Cisco technologies allow people to communicate in new ways and use the network to come together and transform businesses, communities, governments, schools, and lives. Inspired by the internet, the company knew that people are stronger together than they could ever be apart, and that combining individual acts can increase the positive impact on our planet. Change that starts with one person doing one action is what OMaOG is all about.

Strategy

When talking about technical industries like IT networks, applying an extra human touch helps. Cisco wanted to engage consumers and employees and demonstrate how people can use the web to connect and collectively work towards a common goal – one act at a time. The “human network effect” is Cisco’s umbrella marketing vision, demonstrating that the internet is more than a network of computers; it’s a network of people. OMaOG is an evolution of Cisco’s global “Human Network” campaign, bringing to life the power and potential of human connection.

The platform chosen was a social networking site for environmental sustainability, featuring user profiles, friends, groups, blogs, challenges, photographs and video sharing to encourage visitors to spread the word virally, demonstrating the impact of the human network in effecting positive change and reinforcing the Cisco brand.



Execution

Cisco Canada partnered with the CBC to launch Onemillionactsofgreen.com and Unmilliondegestesverts.com. Non-profit organizations including the Clean Air Foundation, David Suzuki Foundation, Environmental Defence, Evergreen and the Climate Project Canada participated as environmental partners.

Cisco provided the technology platform for the site, developed and hosted by the CBC, which invited Canadians to log on and post their “Acts of Green” – from switching to CFL lightbulbs to riding a bike to work to installing a wind turbine or investing in renewable energy. Users could see the impact via a greenhouse gas (GHG) emissions calculator developed by environmental online community GreenNexus – thereby immediately seeing the impact of their actions.

With the foundation in place, Cisco and the CBC embarked on a massive outreach campaign to mobilize Canadians to commit one million green acts. Pre-launch, the CBC spread the word as broadly as possible with a teaser ad on one of Canada’s most beloved programs, *Hockey Night in Canada*. The national campaign launched on CBC’s *The Hour* on Oct. 21, and host George Strombouloupoulos kept public interest high by asking his celebrity guests to name their acts of green.

Using its WebEx online collaboration tool, Cisco hosted a webinar in January and invited members of the green community to hear talks by environmental experts including GreenNexus CEO Peter Corbyn. Another webinar is planned for June.

OMaOG was also integrated into Cisco’s corporate sports marketing program. Aligning OMaOG with NHL All-Stars



Clockwise from top: Cisco employees clean up trails in Calgary and plant trees in Toronto. David Suzuki on *The Hour*. Opposite page: the French OMAoG site and a print execution thanking participants in the *Globe and Mail* and the *National Post*.

generated an on-air program mention to an audience of 1.5 million. NHL players donated their time to a broadcast promotion, while a Steve Nash promo on the NBA website resulted in over 1,000 clicks.

Schools, businesses and individuals used the "challenge utility" webform to get friends, families and colleagues involved by email. Schools embraced the program, with universities including Trent, Dalhousie and Acadia the most active. Businesses including BMO Financial Group, Telus, MTS Allstream and Home Depot used OMAoG as a vehicle to drive awareness of their own green initiatives and engage employee participation.

Cisco engaged customers and partners through newsletters, emails and direct sales engagement, while employees engaged in launch activities across the country. Employee support was nurtured through newsletter updates and a North American challenge pitting U.S. staffers against Canadians.

Results

With 1,309,301 acts of green by 33,000 registered users at press time, OMAoG has captured the attention of Canadians, demonstrating how collaboration can inspire action. Through OMAoG, individuals have made a measurable impact on the environment with over 80 million kgs of GHG emissions saved. The site received 1.8 million page views and 186,000 unique visits between October and



February, and the average time spent on the site was 17 minutes.

Celebrities and public figures got involved, including singer Alanis Morissette, former PM Paul Martin, Robert Kennedy Jr. and David Suzuki. Environment Minister Jim Prentice endorsed the program on air and referenced OMAoG on the Environment Canada website.

The initial launch generated significant buzz, with over 150,000 acts logged in week one. Cisco measured three million brand engagements and 7,300 clicks to Cisco.com/ca.

The media took notice, with 161 newspaper and magazine articles (78% with Cisco mentioned). CBC skit show *This Hour has 22 Minutes* made the campaign the topic of a sketch, and the Trailer Park Boys posted a spoof on YouTube. At press time, the program had a Facebook group of 8,192 members, 131 blog postings and 304 Twitter followers.

Inspired by the grassroots international interest in the site, OMAoG is now going global. Messaging on the site encourages members to invite their friends from other countries to sign on with their acts, and a U.S. viral site is also in the works.

Judges' comments

"Cisco stands out on a whole other level. They were the catalyst for the cause, but they did so without the consumer having to buy a single thing. They inspired, not solicited the action. As a result, many well beyond their core target now understand the meaning of a human network by acting individually. Pretty powerful brand and cause ROI – for Cisco and Planet Earth."

–Susan McGibbon, partner, Chemistry

"Who didn't know about One Million Acts of Green? I loved the way this campaign unfolded, how well it leveraged social media, how it appeared on the hippest program with the coolest host on CBC, how the rollout and promotions seemed perfect, how the tone and manner of the marketing communications



was appropriate for the audience, how it made people see that their single action contributed to something bigger, with a real environmental impact."

–Lynn Patterson, director of corporate responsibility, RBC

"This program seems to be the most broadly appealing, with widespread involvement and the potential for the greatest actual CSR impact. Individual consumers can really run with it on their own, and it may inspire all kinds of spin-offs. Nice media packaging and visual appeal on the ads, brand, etc."

–Chelsea Willness, asst. professor, Brock University

"Cisco's One Million Acts of Green was by far the campaign that I had heard about the most in 2008. Media coverage was omnipresent and the highly interactive website was smart, creative and engaging. Cisco's marketing program was fully integrated with a wide range of catchy ads, a great website, celebrity endorsements, viral initiatives and more."

–Cristelle Basmaji, director of communications, Boutique Jacob

RONA'S OLYMPIC FAB SHOP

In a warehouse in Vancouver, over 8,000 items are being built for the 2010 Winter Games. Benches, pylons, podiums, wheelchair ramps, ski racks and warming huts – even a finish line – are all being produced with tools and materials donated by home improvement retailer Rona. But the Fab Shop provides something even more important – second chances.

TOP COMMUNITY PROGRAM

Inspiration

As a major national sponsor of the 2010 Vancouver Olympics, Rona wanted to show its support through more than just dollars; they wanted to give back to the community while helping to build Canada's Olympic Games. So Rona and the Vancouver Olympic Committee (VANOC) partnered with various community organizations and training resources to create the Fab Shop program.

Common at major multi-sport events, a fabrication shop is an on-site carpentry workshop where all the custom items needed for the event are created. But the builders in this fab shop are not ordinary carpenters – they are at-risk young adults who, due to various life challenges, have yet to successfully integrate into the workforce. This training program helps them acquire the skills to begin a career.

Strategy

Building the futures of Vancouver's at-risk youth is a strong reflection of Rona's core values – service, unity, respect and responsibility – and a direct connection to its positioning of "Building Canada."

In the two years leading up to the 2010 Olympics, up to 64 people will be trained under the 30-week program, certified by the Industry Training Authority, which oversees B.C.'s apprenticeship system, and coordinated in partnership with Tradeworks Training Society, which provides residents of Vancouver's Downtown Eastside neighbourhood with job and life skills training, and ACCESS, a non-profit which serves the city's Aboriginal population. The practical training they receive allows them to earn first-level carpentry certificates and to enter the workforce with a renewed sense of pride and purpose.



The initiative expands the meaning of Rona's commitment to building Canada through corporate social responsibility programs. The only home improvement company leading this type of initiative, Rona truly owns the phrase "Building Canada's Games."

Execution

Awareness for the program was communicated through a national TV campaign as well through an internal campaign.

A series of TV spots ran last summer leading up to and during the Beijing Olympics, introducing the program to consumers and highlighting a recent graduate, Joshua Prince. Through the program, Prince earned his first-level carpentry certificate. He has since been hired at the Rona Fab Shop to help train the new round of participants entering the program. Now he is working to complete

his carpentry qualifications in the hopes of becoming a certified carpenter.

A five-minute video and posters were displayed in Rona stores across the country to inform employees of the program and Rona's Olympic involvement in general.

Results

Two groups of trainees have now completed the program, with a third group at work at press time. Each of the graduating students now has the opportunity to have a successful career in the building trade. The latest group, made up of women, was announced shortly before International Women's Day in March.

One in 10 Canadians can recall the Rona Olympic ads, increasing awareness of the brand. The campaign boasts increases in pre- versus post-Beijing Olympic recall noted at +4 points unaided and +10 points aided. Post 2008, both breakthrough and equity scores for Rona are significantly

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higher than the competition. This response helped drive sales and increase ROI. A new Olympic campaign should air this fall and last through the Vancouver Games (Feb. 12 to 28).

There is strong growth potential for this program. Rona has laid down the foundation for a very impactful mentorship and apprentice program that can extend well beyond the 2010 Olympics. The company is considering expanding the program into other disciplines such as electrical, plumbing and design programs.

Judges' comments

"I'm so tired of cause marketing programs that are more sizzle than steak, and do nothing to contribute to meaningful social or environmental change. They just clutter the marketplace and create an even more sceptical consumer. I love Rona's Fab Shop because it perfectly matches a great program with great marketing. The connection between cause and company is easy and intuitive for consumers. The two outcomes of the program (building items for the games and creating employability for at-risk youth) are a marriage

made in sustainability heaven at the best of times, but in the context of the Vancouver 2010 Games (which aspires to be the most sustainable ever), it's simply brilliant. Rona also invested appropriately in marketing, and chose the right time to start talking about the Fab Shop through their TV spot, aired during the Beijing Games. Right cause, right company, right time, right balance of sizzle and steak. Great work, Rona."

—Lynn Patterson, RBC

"Engaging local partners to expand and enhance the Fab Shop program, Rona has positioned itself as a major community leader. As well as providing a safe and respectful environment to Vancouver's marginalized youth, Rona is also providing long-term, sustainable solutions to its community by providing at-risk youth the skills and experience necessary to stay off the streets permanently."

—Nathan Rosenberg, CMO, Virgin Mobile Canada

"Rona's Fab Shop initiative is perfectly linked to the brand and its raison d'être. The



company's Olympics sponsorship went well beyond what most other sponsors do by donating tools and developing a unique work integration program for at-risk youth. The program clearly did its job in terms of instilling a sense of pride in Rona customers and building loyalty towards the brand."

—Cristelle Basmaji, Boutique Jacob



THIS AD SUCKS AND YOU CAN BLAME MATT SYBERG-OLSEN.

Seriously. It could be a lot better with his help. But since this ad is to announce his arrival as the new Associate Creative Director at our Toronto office, he doesn't know about it. Which is unfortunate because we could have used his 15 years of industry experience and all the awards he's won to help us.

Instead he's probably sitting in his new office right now reading this ad for the very first time.

Welcome to Extreme, Matt. Careful, that coffee's hot.

DOVE'S SLEEPOVER FOR SELF-ESTEEM

Inspiration

Dove knows women are concerned about their daughters' self-esteem. To arm mothers and daughters with the tools to fend off mounting beauty pressures and grow up confident and secure, Dove moderated the conversation about self-esteem in a way that was fun for everyone.

Strategy

To reach as many people as possible in the secure environments of their homes, Dove, along with agency partners PHD, Capital C and Harbinger, created a national night of programming on June 7 to entertain women and girls at sleepovers held simultaneously across Canada. By developing a rich media partnership with Corus and Astral, Dove turned traditional sleepover activities like watching TV, movies and games, into an interactive experience that every Canadian girl and her mentor could participate in and benefit from.

By combining an educational message with a fun atmosphere, the campaign sought to raise awareness of the issues around girls' self-esteem and of the Dove Self-Esteem Fund (DSEF) itself. Movies that would appeal to the female 8- to 14-year-old target were chosen for their positive messaging and reinforced by self-esteem breaks sponsored by the DSEF in lieu of commercials. Experts and role models discussed issues of self-esteem and led activities which were supported by web content.

To drive awareness of the event and sales at store level, consumers received a mail-in offer for free Dove PJ pants with the purchase of two different Dove products.

Execution

Leading up to the event, in-store displays, an at-shelf media buy, account-specific retail-tainment in Walmart and Loblaws, a DPS in *SmartSource* magazine, flyer activity and a full-page ad in *Sobeys' Inspired by Compliments* magazine worked to raise awareness of the upcoming sleepover event.



At Dovesleepover.ca, visitors could register their sleepovers, order free Dove PJ pants, download free music from Sony BMG and enter to win prizes including a trip to Jamaica. A guide helped moms and mentors pull off self-esteem friendly sleepovers, while girls could try out various activities in the "Girl Zone."

For the main event, moms and girls tuned in to special Sleepover programming on YTV, W and CMT. Each station ran a different movie, and, instead of commercials, author and self-esteem expert Jessica Weiner spoke about beauty pressures and led an activity. In Quebec, similar breaks featuring pop singer Mitsou ran on two Astral Media stations, Canal Vie and Vrak.

Afterwards, girls were invited back to the site to add a picture of their sleepover to a scrapbook, and show Canada how much fun they had.

Results

The sleepover marked the first time that branded content ran commercial free on five stations simultaneously. A total of 5,931 sleepovers were registered, surpassing the goal of 5,000 by 19%, and Dove estimates that approximately 69,000 girls participated, accounting for half the year's target in a single night. The Corus and Astral partnership generated an estimated 8.6 million total impressions, and the total sleepover audience was 331,000 viewers.

Consumers got comfy in 24,000 pairs of PJ pants. Online, 172,000 unique visitors were logged at Dovesleepover.ca, 168,000 visited the sleepover guide section and 34,000 people visited the Girl Zone. The average time spent on the site was four minutes. On the weekend of the event, that average rose to 7:44 minutes.

Media outreach generated over 11 million impressions in print, online, and broadcast, and a media tour received interviews and television appearances.

During the eight-week promo period, sales increased 12% in antiperspirant, 10% in hand and body lotion, 5% in Dove bar and 18% in body wash. Dove increased awareness of the DSEF by 4%.

This success motivated Dove to do it all over again, with a 2009 sleepover on May 2.

Judges' comments

"Taking a touchy subject and giving Canadians a fun and safe place to talk about it fits nicely with the DSEF campaign so far. By connecting mothers, daughters and communities with 'self-esteem friendly' sleepover content and inspiration, Capital C brought Dove's positive message into homes across the country."

—Nathan Rosenberg, CMO, Virgin Mobile Canada

"Dove is by far my number one choice of all the submissions. The concept is a strong one that addresses a real social issue: self-esteem in young women. From the movies on multiple networks and PJ pants to the website and in-store POP, the campaign was brilliantly conceived. Well done."

—Peter ter Weeme, principal, Junxion Strategy



MOUNTAIN EQUIPMENT CO-OP'S BIG WILD

TOP ECO PROGRAM

Inspiration

Canada is a country known for its vast, untouched wilderness. It is surprising to learn that most of this country's wild spaces are under government control, and yet very little of it is protected from sale or urban development. While 40% of wild Alaska and 33% of Australia's Great Barrier Reef is protected, less than 10% of Canada's iconic wilderness and waters enjoy the same status.

Mountain Equipment Co-op (MEC) and the non-governmental organization Canadian Parks and Wilderness Society (CPAWS) joined together to start a social movement to change that. The objective and mandate of The Big Wild is to advance large-scale wilderness protection by motivating people to support the conservation of Canada's wild land, with the goal of conserving at least half of Canada in a permanently wild state.

Strategy

The aim was to convince Canadians that small efforts can make a big difference. The strategy was to develop a platform for supporters to discuss and inform others on the issues related to wilderness conservation. MEC launched a social networking site – Thebigwild.org - to mobilize a community of supporters around the cause, allowing them to share information and content.



Execution

The movement was officially launched last May through an integrated communications campaign by MEC and CPAWS agency DDB Canada, using in-store signage at MEC, print advertising in the MEC catalogue and through media outreach and guerilla marketing across Canada. Green shoelaces sold at MEC locations encouraged supporters to wear one and pass the other on to a friend as a recruitment tool.

The hub of the movement was the site, where users signed their support to the cause by sharing their personal stories, videos and images with other Canadians, recruiting new supporters and bringing home the importance of preserving the Canadian wilderness in a personal way to all visitors. Travellers could dedicate their next wilderness trips to the cause, posting a description and inviting others to sponsor them with a donation.

Results

In its first six months, Thebigwild.org generated more than 60,000 unique visitors – 11,000 of which became supporters. And more than 6,000 started

an active profile on the site – which led to 200 challenges, 300 donations, more than 150 videos uploaded and 4,000 images and stories submitted. More than 1,600 users signed up for constant communication with the movement and users were spending an average of more than four minutes on the site – all numbers that far exceed comparable causes in their first year.

The organization has already received backing from noteworthy Canadian celebrities. Musicians Sam Roberts and K-OS, and actor Luc Picard have all pledged their support.

Judges' comments

"MEC has been a dedicated innovator in CSR since its inception, and this commitment shows through in its current campaign. Their program is something that everyone can get behind – it generates awareness and creates a much-needed sense of urgency...this campaign inspires action. Kudos!"

–Chelsea Willness, asst. professor,
Brock University

BECCEL'S HEART TRUTH

Inspiration

Think of three of the most important women in your life. Now imagine that, tragically, one of them dies from heart disease. If things don't change, statistics say that will happen because currently, one in three Canadian women – nearly 50,000 each year – dies from the disease. In fact, heart disease kills more Canadian women than the next six leading causes of death combined. But as of 2007, only 13% of women knew this to be true.

In 2008, the Heart & Stroke Foundation announced a new initiative called "The Heart Truth" to raise awareness of heart disease as the number one killer of Canadian women. Becel recognized that becoming the founding sponsor of this initiative would be a significant opportunity to deliver on the brand's mission of improving the health of Canadian hearts.

Strategy

Becel sought to illustrate how one woman's life is connected to many others, celebrating that supportive network and powerful collective voice. The brand identified a compelling insight: women have a natural desire to support one another, yet they place themselves last on the priority list.

Based on this, Becel decided that instead of asking women to save their own life, they should help save the life of a woman they love. As Heart Truth Champions, they were asked to raise awareness and start conversations in the community about women's heart health.



Execution

High levels of awareness during Heart Month (February) were key to success. Spots ran nationally in English and French, featuring a cross-section of average women in English Canada and well-known media personality Patricia Paquin in Quebec, and a 13-week media sponsorship of Slice talk show *Three Takes*.

A national print and PR campaign included the Foundation's first Red Dress fashion show – of which Becel was the founding sponsor – where celebrities including fashion maven Jeanne Beker, actress Catherine O'Hara, comedienne Mary Walsh and TV personalities Sandie Rinaldo and Sophie Gregoire-Trudeau sported red designer dresses. In stores, a promotion bundled a free red dress bracelet with one million Becel packs.

All these initiatives drove back to Loveyourheart.ca and AimeTonCoeur.ca, featuring an interactive "heart age tool" that calculates the "age" of your heart which can then be compared to chronological age. Also available from the site,

a Heart Truth Community Action Kit gave champions the tools to organize and lead a lively, informative multimedia presentation, including a presenter's guide, DVD documentary, slide presentation, speaking notes, and handouts for the audience.

The program went live Feb. 14, and ran until the week of April 21.

Results

The results far exceeded expectations. In three months, the campaign helped to nearly double awareness that heart disease is the number one killer of Canadian women, increasing awareness from 13% to 23%. For Becel, the program yielded



a +9.3% net sales value growth (vs. +5% anticipated). In Quebec, net sales value grew 26.9%.

The second Heart Truth fashion show took place at LG Fashion Week 2009 in March. Also new in '09 was a sold-out benefit concert held in Toronto last month, featuring Diana Krall, and a simultaneous French language concert in Montreal.

Judges' comments

"I like the fact that they identified a significant health issue that is not well understood and clearly raised awareness of it with key audiences. The cause connects well with previous Becel positioning around healthy food and living choices, and incorporates a unique supportive and collective approach (i.e., 'save the life of a woman you love')."

—Peter ter Weeme, Junxion Strategy

JUDGING PANEL



Cristelle Basmaji
Director of communications, Boutique Jacob, Montreal

Cristelle serves as Jacob's spokesperson, and is responsible for raising the profile of the brand in Canada. She is also responsible for internal communication efforts with the company's 2,600 employees, and for managing Jacob's corporate social responsibility program. Cristelle began her career at Jacob as marketing advisor, helped launch the Jacob Connexion brand, managed the development of the company's website and handled public relations initiatives. She sits on the boards of several non-profit and academic organizations, including Public Relations Without Borders, Free The Children (Quebec), Hope & Cope's Young Adult Division, and the Dean's Advisory Board at Concordia's John Molson School of Business.



Karen Lewis
Sustainability and human resources manager, Burt's Bees, Toronto

Karen joined Burt's Bees, an earth-friendly, natural health and beauty products manufacturer, in November 2007. As sustainability manager, she works to help steward the brand's longstanding collective sense of conservation toward more measurable methods of working for the environment and supporting positive social change in the community. Internally, this includes energy conservation/efficiency, recycling and waste reduction, employee green benefits and policies as well as developing and delivering a broad range of sustainable initiatives.



Susan McGibbon
Partner, Chemistry, Toronto

Susan is a founding partner of Chemistry,

a brand management consultancy with offices in Toronto and Munich. Chemistry has been actively involved with clients including Cadillac Fairview, SaskTel, Reitmans Canada, Vodafone and the Canadian Film Centre. Before co-founding Chemistry in 2004, Susan was director of Taxi High Beam, the strategic

and brand planning group of Taxi Advertising. Previously, she was VP group client service director at Cossette Communications. Susan also served as director of marketing for Ikea Canada, where she was responsible for external and internal marketing.



Lynn Patterson
Director of corporate responsibility, RBC, Toronto

Lynn oversees RBC's global corporate responsibility strategy, including programs, communications and reporting. She has been the managing editor of RBC's annual *Corporate Responsibility Report* since 1999, and is responsible for strategy and communications for the RBC Blue Water Project. Prior to her current position, she managed corporate employee communications for RBC. Before joining RBC, she was manager, communications and fundraising with the Canadian National Institute for the Blind, Library Division. Lynn is a member of the Board Advisory Committee on Sustainability for the Vancouver 2010 Olympic Games.



Nathan Rosenberg
CMO, Virgin Mobile Canada, Toronto

Nathan considers his marketing life to have really begun 10 years ago, when he joined the launch team at Virgin Mobile Australia as head of customer relationship management and services development. He led a marketing team in charge of developing the brand, communications activity, and channel marketing strategies. Despite the lack of climate similarity except for one week in July, Nathan leapt at the chance to launch Virgin Mobile Canada in 2004. Nathan has also worked on a number of other business launches here including Virgin Festival, Virgin Radio and Virgin Unite – the group's charitable foundation, which was recognized in *strategy's* Cause + Action awards in 2008.



Peter ter Weeme
principal, Junxion Strategy, Vancouver
As one of the strategic counsel and client leads

at sustainability and communications consulting firm Junxion Strategy, Peter's clients span North American corporate, government and non-profit organizations. Previously, he served as VP communications and marketing at Mountain Equipment Co-op [Editor's note: Peter abstained from voting on the MEC case in this year's C+A awards]. He is an advisor to Sustainable Life Media, a U.S.-based enterprise that inspires and supports innovation for sustainability, and to Spud, North America's largest organic home delivery service. He is a regular contributor to independent media org Worldchanging Canada, and serves as co-chair of the Vancity Community Foundation. He also chaired Canadian Business for Social Responsibility for over four years.



Chelsea Willness
Assistant professor of human resources and organizational behaviour, Brock University, St. Catharines, Ont.

Chelsea studies the influence of corporate social responsibility on stakeholders such as consumers and potential job applicants. Recently, she co-authored an article in the *Journal of Consumer Psychology* (White & Willness, 2009) looking at the potential for negative backfire effects of CSR campaigns, which cautions firms against promoting their CSR initiatives in a way that highlights incongruence with the company's core goals. Prior to returning to graduate school, she enjoyed a 10-year career with the Canadian Tourism HR Council, where she was heavily involved in training and education for the industry.

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BY CRAIG REDMOND

HERE'S LLAMA SPIT IN YER EYE

TWO SOLITUDES

Do you remember Dr. Dolittle's two-headed llama named Push Me Pull Me? The animal-anomaly was a metaphor for the paralytic inertia caused by stubborn disagreement. Or was it paralytic inertia caused by hopeless indecision?

Either way, the llama couldn't move an inch in any direction because of diametrically opposing forces mulishly pulling and pushing away from one another.

It's a little like research firms and advertising agencies, if you think about it. For thousands of years now, research firms and ad agencies have squared off in a boardroom tug-of-war for the hearts and minds of their mutual client.

The research guys launch the slings and arrows of doubt, fear and that age-old mystery question of ulterior agency motive. The agency gang challenges the clients' chutzpah and baits them into a collective gut check, damn the torpedoes, swan dive into the great marketing unknown.

And the client? They can feel their left and right brain being mercilessly torn asunder – their intellect leg wrestling with their intuition – their blind courage being fitted with the ugly spectacles of pragmatism.

But why must we leave our clients and their brands emotionally drawn and quartered underneath the boardroom table? Some of advertising's greatest triumphs have been born out of priceless human insights foraged from consumer research, while modern day consumer research would not exist without the patronage and partnership of those advertising giants.

Consider for example, the unforgettable "Got Milk" campaign. As much as Jeff Goodby might want you to think that the work simply sprinkled onto the page like pixie dust from beneath his silvery locks, it was actually inspired by verbatim testimonials gathered from a milk research study conducted in California in the early '90s.

Milk consumption had declined steadily for 15 years despite 70% of Californians claiming that they drank it. So it was deemed necessary to understand how they could be encouraged to drink it more frequently. With research, they found some insightful nuggets – peanut and chocolate ones to be exact. When deprived the right to wash down a peanut butter sandwich or a chocolate chip cookie with a cold glass of milk, the participants reacted like rabid lab

monkeys in anxious fits of anger and frustration.

Needless to say, the study delivered more than quantitative fact. It yielded a creative strategy of deprivation. And while Goodby and Silverstein may have delivered the magic for the milk campaign; it was consumer research that delivered the goods.

Here in Canada, research companies and ad agencies are even less likely to play nice. Smaller budgets, shorter lead times and intensifying pressure on the already strained marketing department all but ensure lively rivalry for client share of mind.

Some smaller agencies openly mock consumer research as a wasteful, mind-numbing dredge for the obvious, refusing to even partner with clients who believe in it. Other agencies just begrudgingly inherit that consumer gospel extracted from the other side of the two-way mirror. And then there's the Canadian outpost of the global network conglom, receiving a landfill worth of global studies, whitepapers and research findings on a daily basis.

On the other side of the boardroom divide are local research firms of equally varying girth and lineage harbouring similar sentiments of resentment. They too must justify their existence and their budgets each and every day. So they vigorously defend their "quant/qual" turf using notoriously sinister methods of measure with dastardly acronyms like ASI and ARS.

Even in Canada, however, creative and research can sometimes find each other's G spot. Case in point? Dove "Evolution." Canada's most famous agency export in recent history wasn't just hatched from intuitive brilliance. In 2004, Unilever conducted a massive study among 3,200 women, ages 18 to 64 in countries all around the world. From that, the international brand team for Dove developed its strategy for real beauty, which informed the global "Real Beauty" campaign.

And only after that did Ogilvy Toronto unleash "Evolution." Admittedly, it was the most eloquent, jaw-dropping expression of the Dove research. So considering miracle births like "Got Milk" and "Evolution," why wouldn't ad agencies and research firms collaborator more often?

Perhaps it's because they are today's business equivalent of Push Me Pull Me – two headstrong business adversaries, joined at the client hip but straining in opposite directions, and ultimately leaving that client at a standstill.

Under these economic conditions, clients will demand even deeper consumer insights and greater creative expressions. A motionless two-headed llama may struggle to deliver on that.

Which leaves the client with two options: convince Push Me Pull Me to bend over backwards and start seeing eye-to-eye, or seek out an entirely different animal.

Craig Redmond is VP creative director of Vancouver-based Concerto Marketing Group. www.concertomarketing.com





BY SHARON MACLEOD

GROW YOUR PEOPLE GROW YOUR BUSINESS

Recession mindset is setting in.

Chiselled in very, very tiny letters on the logo of many companies, right under the huge “people are our strength” is the caveat “except in a recession.”

A year ago I might have been writing on how to win the war on talent. Back then we were all concerned with how to attract and obtain the very best people to grow our businesses. Now that seems so 15 minutes ago.

Today the popular retention strategy at lots of corporations seems to be “where are they going to go anyway?” HR at its best.

A sign of the times perhaps. The daily onslaught of bad financial news has an effect on all of us.

I recently spoke with Robert Holden, the author of the insightful book *Success Intelligence*. Robert told me that he had just facilitated an offsite with a small group of CEOs in a castle in England. Very cool place for a meeting. The CEOs assembled were collectively responsible for over 80,000 employees. They were powerful leaders of successful companies.

Yet the question on the minds of these leaders was, “did I take a stupid pill?” For years they had been praised for their results but this year the markets were treating them as if they were total failures. It’s hard not to take that personally.

When Robert related that story to me, a chill ran down my spine. If some of the most powerful leaders feel like failures, how will they ever lead their companies out of a recession?

A while ago I attended the Ad Week event featuring another U.K. business superstar, Richard Branson. During Branson’s remarks, he described asking his executives how they plan to grow this year. Nothing unusual, we are constantly looking for ways to grow our business. But midway through Branson’s sentence I realized he was talking about the executive’s personal growth: how they would grow as people this year.

Branson believes that the only way to grow his company is to grow his people. What a novel thought in a recession. Have you asked anyone about their personal growth plan lately?

Executives who think they’ve swallowed a stupid pill, the assumption that growth plans must have something to do with the P&L: signs that recession thinking has taken hold.

People in the marketing world aren’t exactly lined up to leave even a reasonably good job in this environment. But smart organizations will do their utmost to make sure their best and brightest stay not only employed but engaged in these difficult times.

There are important reasons for leaders to pay particular attention to the soft (read: people) side of business during a recession.

SHARON MACLEOD REFLECTS ON THE IMPORTANCE OF NOT TAKING YOUR MOST VALUABLE RESOURCE FOR GRANTED DURING THE RECESSION



One of the secrets of Richard Branson’s success: focusing on his team’s personal growth.

Right now marketing people need to be at their most inspired because, believe me, some days they are going to be very perspired. Over and over HR professionals and business gurus have told us that motivating people to do their best, most creative work requires more than a paycheck. Somehow it seems easy to forget that fundamental when the sky is falling.

Today, more than ever, it’s essential for managers to be proactive in sending the right messages. Your reports need to hear loud and clear that business might be bad but they aren’t. It’s not an assistant brand manager’s fault that people have retreated to their homes to wait out the bad times. Your copywriter didn’t cause the U.S. housing crash. Your support staff didn’t drive the price of oil up or down.

It’s a good time to reinforce the fundamentals that have been the

foundation of your organization’s success. If your people have helped to build a strong business, they probably haven’t gone brain dead overnight.

People need to hear that you have faith in the business and in them. Even the best of us forget that spending countless hours going over unsatisfactory numbers can send the opposite message.

I suspect that Branson has it right. Growing your business means growing your people. Making sure that your people have the courage and confidence to tackle tough problems is the most important job any leader has. It’s also the easiest thing to forget when your hair is on fire.

The bottom line is simple: people are the only way out of a recession. Now is the time to take good care of them.

Sharon MacLeod is the marketing director for Dove and skin care at Unilever Canada. She’s also a lifelong student of human behaviour, and passionate about consumers and motivating teams – with her greatest pride being Dove’s “Campaign for Real Beauty.”

REAL CHANGE

GREEN IS BIG. REALLY BIG

While Kermit had

other problems on his mind when he sang “it’s not easy being green,” his angst has become the unofficial mantra for all of us who struggle with ongoing eco dilemmas, such as weighing the landfill impact of limp but organic lettuce versus fresher but overpackaged greens – not to mention going plastic bagless to the point of having to buy Glad plastic bin liners. Since being virtuous and saving the planet can be tiring, we need a little cheerleading. To that end, you may be interested to learn that the Jolly Green Giant – who is understandably concerned over all the downsizing chatter – is expanding his mascot remit. He asked his good friend **DDB creative director Andrew Simon** to pass this message along to the marketing community at large.

FROM THE DESK OF THE JOLLY GREEN GIANT:

As I sit on my porch peering out on the valley before me, the effects of the recession are shockingly apparent. Chipmunks forced to downsize to smaller trees. The air thick with birds who can no longer afford to migrate to warmer climates.

I am no stranger to the suffering. While I’ve always been a jolly, glass-half-full kind of guy, recent events have taken their toll on my family. Just last night at dinner, JGG Sr. asked for someone to pass the “massive disappointments, er, peas.” You see, while I still have my gig hawking premium, delicious, low-in-fat vegetables, these days the residual cheques are few and far between. And without the big bucks flowing in, I’m hard-pressed to keep up with Sprout’s mounting dental bills, dermatologist appointments, and weekly tanning salon visits (peer pressure is an ugly thing when you’re a teen, especially when your skin tone resembles a standard issue garden hose).

Bottom line, I need a new revenue source. And that’s why I’m officially making myself available as an environmental spokescharacter.

What are my qualifications for such a prestigious position? Well for starters, green is my middle name. Literally. And with Kermit the Frog’s recent rehab stint, there’s no one more green and wholesome than yours truly. I mean, look at my wardrobe. Even in the winter months, I wear a tunic, headdress and boots made of leaves. And you might be interested to know that every morning after powering up my Blackberry, I always unplug the charger.

Plus, I’m a seasoned marketer so we can hit the ground running. You want a catchy mnemonic? Let the master work his magic. For instance, say you’re an automobile manufacturer looking to push your environmental credentials. For the right price, my back-up singers and I can turn “Ho, Ho, Ho...Green Giant” into “Low, Low, Low...Emissions.” The mind reels with possibilities.

So don’t be left behind by your more nimble competitors who I’m sure are dialing my agent right this very moment. But if they do beat you to the punch, know that I’m also available for speaking engagements, corporate functions, and bar/bat mitzvahs. Like I said, it’s a scary world.



INTEGRATING INTERACTIVE

get [inter]active



Canadian media distributors are among the leaders in adopting multi-platform strategies to surround the consumer. *strategy's* July supplement will give interactive and creative agencies excelling at increasing brand recognition and delivering ROI a chance to tell their story to the nation's marketing leaders and media buyers.

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